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DELIVERING ON COMMITMENTS

UNDP IN ACTION 2009/2010

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UNDP IN ACTION

DELIVERING ON OUR COMMITMENT TO DEVELOPMENT



Administrator Helen Clark during a site visit to a UNDP-supported HIV and AIDS initiative in Papua New Guinea.

With activities in more than 160 countries UNDP is active across the developing world supporting countries to meet their development goals.

UNDP's mandate is to work with countries to reduce poverty, promote democratic governance, prevent and recover from crises and protect the environment and combat climate change. Throughout, UNDP is striving to help bring about the transformational change to which countries aspire, and to build countries' resilience to overcome whatever challenges they might face.

Carrying out this mission has never been easy. It was made more difficult in the face of the economic recession, the lingering effects of the food and fuel crises and the ongoing climate challenge — all of which have placed heavy burdens on many of the world's most vulnerable people and countries.

This year is an especially important one to be advancing the development agenda. It marks a decade since countries adopted the Millennium Declaration, which enshrined the eight Millennium Development Goals (MDGs) as a common commitment to create a better tomorrow for billions of people.

With just five years left to meet the 2015 deadline for meeting the MDGs, UNDP believes that with the right policies, resources and unwavering leadership the Goals can be met at the global level. This September the UN hosts a special MDG summit to re-energize and accelerate national and global efforts to meet the Goals. UNDP is fully mobilized to support a strong and action-oriented outcome from the summit.

This is no time for business as usual approaches to development. On the contrary, this is a time for translating words and promises into action on the ground. This publication, *UNDP in Action*, has been produced to help illustrate how UNDP can contribute to that.

From supporting the empowerment of women, developing sustainable livelihoods and conducting elections, to the disarmament, demobilization and reintegration of former combatants and helping countries adapt to the effects of climate change, *UNDP in Action* showcases some of the many development results UNDP helps bring about.

UNDP will continue to foster strong partnerships for development within and beyond the UN system. We have an important role to play in ensuring that programme countries have access to the support they need to meet their development goals. By keeping a strong focus on results, and continuously improving how we work, I am confident that we can continue to make a significant difference for the better wherever we work.

Helen Clark
UNDP Administrator



INTRODUCTION

MAKING A REAL DIFFERENCE

As the UN's global development network, UNDP strives to make a real, concrete difference in the lives of the people whom it ultimately serves. *UNDP in Action 2009/2010: Delivering on Commitments* showcases results. All of UNDP's policy advice, technical support, advocacy and contributions to strengthening human development are aimed at one end result: real improvements in people's lives and in the choices and opportunities available to them.

42%

Proportion of UNDP programming budget in 2009 spent to meet the needs and goals of least developed countries (LDCs).

In 2007, under the direction of its Executive Board, UNDP adopted its Strategic Plan to help chart the way forward. The plan stressed the importance of delivering programming in an effective and accountable manner with measurable and transformative results for the countries and people involved. It reaffirmed UNDP's mandate to work toward the eradication of poverty while acting as a neutral partner to the countries with whom it works. That work, as spelled out by the plan, must continue to align with the national plans and needs of partner countries, and only at

their request. Finally, UNDP must work to invest in the capacities of its partner governments to enable them to meet their poverty eradication goals.

A year later, the world witnessed the first major effects of a financial meltdown that began in the developed world but quickly spread to the developing world as well. This crisis followed a series of serious commodity price shocks and food shortages. In 2009, the international community watched in dismay as fragile development gains in many struggling nations began to reverse. Meanwhile, with aid budgets under attack as the global recession continues, it is crucial for UNDP to show all its partners how it is optimizing its resources — including financial, human, knowledge and experiential — in its contributions to human development.

UNDP IN ACTION

UNDP works within four core focus areas: poverty reduction and the Millennium Development Goals (MDGs); democratic governance; crisis prevention and recovery; and environment and sustainable development, as detailed in this report, which complements the *Annual Report of the Administrator on the Strategic Plan to the Executive Board*. However, much of UNDP's work in these four areas is cross-cutting. For example, a large portion of

SELECTED EVALUATION LESSONS AND UNDP RESPONSE: POVERTY AND THE MDGS

Areas of strength	UNDP support is well-aligned with national poverty reduction strategies and succeeds in reaching vulnerable groups and the economically disadvantaged. Valuable contributions that stand out were in the area of national trade policy, generating fiscal space, social inclusion and protection, and microcredit, often in collaboration with UN Capital Development Fund (UNCDF).
Areas for improvement	The wide range of MDG and poverty-related interventions weakened UNDP's focus. Capacity development needs to be incorporated even more, particularly to leverage South-South solutions more systematically. A strong emphasis also needs to be placed on sustained advocacy and political dialogue.
Response	The new Global Programme further focuses on supporting the results contained in the Strategic Plan. A new robust knowledge management system will be geared to facilitating South-South exchanges that would leverage these experiences more systematically.

UNDP's work in crisis — such as rebuilding livelihoods — translates into poverty reduction work, as does its work in democratic governance.

In 2009, in many of the countries where it operates, UNDP continued to experience a

high demand for development advice in high-impact areas covering: HIV and AIDS; energy, environment and climate change; crisis prevention and recovery; and achievement of the MDGs, a set of targets agreed on by world leaders to halve poverty by 2015. These pro-

THE HUMAN DEVELOPMENT REPORT: ANALYSING DEVELOPMENT, CHANGING POLICY

70

The number of countries in which the *Human Development Report 2009* was launched in just three months.



UNDP drew attention to human mobility with the *Human Development Report 2009, Overcoming Barriers: Human mobility and development*. Administrator Helen Clark launched the Report on 5 October 2009 in Bangkok, Thailand. Considering the many issues surrounding migration, the Report brought the migration debate to the forefront of policy discussions around the world with its main message that migration — both within and between countries — has the potential to increase people's freedom and improve the lives of millions.

By year's end, the Report was launched in over 70 countries and downloaded over 80,000 times. It received media coverage totaling over 1,000 articles and was distributed widely by UNDP Country Offices to key policy makers, development stakeholders, academics and civil society. Well-received at such high-level events as the Third Global Forum on Migration and Development, the Report is regarded as a key publication that debunks several myths about migration and lays out a series of feasible policy recommendations.

Working with other UN agencies, UNDP is leading the implementation of the European Commission-UN Joint Migration and Development Initiative. This links civil society organizations and local authorities in 16 developing countries with their counterparts in the European Union. The aim is to improve services for migrants and migration-related development policies and programmes.

Elsewhere, UNDP is working in **China** and **India** to connect internal migrants with improved access to public services. In the **Philippines**, UNDP and its partners are helping to integrate gender-sensitive HIV and AIDS-prevention messages into pre-departure seminars and programmes for migrant workers. In **Albania** and **Senegal**, UNDP has helped to mobilize diasporas to address priority

needs of migrants, such as access to health care. As policy discussions continue to be influenced by the Report, UNDP will continue to successfully enhance the role of migration in its work.

Beyond the global *Human Development Report 2009*, UNDP continued to publish a series of groundbreaking national and regional human development reports in 2009 and the first half of 2010. Four regional reports generated wide media coverage and interest: two from Latin America and the Caribbean; one from Asia and the Pacific; and one from the Arab States arguing that the concept of human security is a useful lens for viewing human development in the Arab region.

For example, in the months following the July 2009 launch of the *Arab Human Development Report 2009: challenges to human security in the Arab countries*, each of the three major cable networks in the Arab region hosted special news programmes to delve into the Report's messages. Over 400 articles have been written around the world on the Report and within the first six months of its release it had been downloaded over 400,000 times.

Additionally, 16 national reports provided practical policy advice for improving human development across a wide range of key human development topics, from public policy and public services in **Chile** to the importance of quality governance institutions in the Philippines.

UNDP's *Human Development Report* series continues to impact the world at the global, regional, national and local levels, and UNDP looks forward to the 20th anniversary of the global Human Development Report in 2010.

44%

Proportion of cash-for-work recipients who were women as of March 2010.

A cash-for-work recipient in Haiti. By the end of March 2010, UNDP had created an estimated 95,700 jobs under the scheme.

The 12 January 2010 earthquake affected one third of Haiti's 9 million citizens, destroyed much of its capital and surrounding towns and villages and devastated the fragile development gains the country and its people had made in recent years. Official figures estimate that more than 200,000 people died and over 300,000 were injured. Almost all government buildings were completely or partly destroyed and some 40 percent of senior government officials died in the earthquake or left the country in its wake.

At the same time, the UN lost 101 of its own staff in what was the single greatest loss in the history of the Organization. UNDP suffered the destruction of its Port-au-Prince headquarters and experienced serious setbacks in many of its ongoing development programmes in Haiti.

Nevertheless, due to the resilience and courage of the Haitian people, Haiti is once again building toward a better future. UNDP is proud to be part of that effort, renewing its commitment to work with the Government, non-governmental organizations (NGOs) and the Haitian people on poverty reduction, governance, disaster risk reduction and environmental programmes.

RESTORING LIVELIHOODS, CREATING JOBS

UNDP encountered serious setbacks to its programming capabilities in the initial days and weeks after the earthquake. However, in the months after the quake UNDP created tens of thousands of temporary jobs through a cash-for-work programme aimed at restoring the livelihoods and dignity of the Haitian people.

By the end of March, the programme had created an estimated 75,000 labour-intensive emergency jobs in support of humanitarian operations. Workers, 44 percent of them women, cleared rubble, collected waste, cleaned out canals and cleared roads, laying the foundation for mid-term recovery and development.

OTHER UNDP ACTIVITIES IN HAITI

Haiti faces enormous challenges in terms of the rule of law. A system that was dysfunctional before the earthquake is now under enormous pressure to deliver. Functional rule-of-law institutions are a prerequisite for sustained security and economic recovery. UNDP, in collaboration with other parts of the UN, has been working closely with the Ministry of Justice and Public Security to design and implement a recovery plan for the rule-of-law sector. UNDP provided equipment allowing the Ministry to perform critical activities and is working to provisionally re-establish the court system.

Ten days after the earthquake, UNDP was tasked with leading the group of UN agencies and NGOs coordinating early recovery. UNDP, with other UN organizations and partners, supported the Government of Haiti in its crucial post-disaster needs assessment, providing the Government with the information it needed to put together its medium- and long-term reconstruction strategy. UNDP also launched an aid management platform to track international aid flows to Haiti in order to improve aid coordination and accountability.

UNDP is also helping the Government prepare for future disasters, including those that may occur during the hurricane season. Efforts include providing technical support to the Department of Civil Protection to enable it to become operational before the hurricane season; establishing an early warning system; and managing Haiti's watersheds to reduce the risk of flooding.

Looking forward to the months and years ahead, UNDP will focus first and foremost on what the Government and its people deem national priorities. This includes strengthening governance and making sure women are part of the decision-making process; decentralizing authority to the local level; and continuing to support job creation and the development of small and medium-sized businesses.



SELECTED EVALUATION LESSONS AND UNDP RESPONSE: **CLIMATE CHANGE**

Areas of strength	UNDP is among the leading global institutions making a contribution to international environmental efforts. UNDP has helped over 100 countries prepare climate change vulnerability assessments and adaptation plans. Its poverty and environment initiatives provide for effective mainstreaming of environmental concerns into national development plans. UNDP engagement ensured that the environment and its linkage with sustainable development remains at the top of the national development agenda.
Areas for improvement	UNDP currently has only a small role in the overall energy picture. While projects themselves appear impressive and innovative, sustainability remains a challenge. Climate change adaptation work must be integrated with work in other focus areas and the linkages to poverty reduction interventions must be clearer.
Response	A new climate change strategy refines strategic priorities. The energy access portfolio in Africa has seen a five-fold increase in funding over the last decade. Closer cooperation with disaster risk reduction in the context of climate change is being established.

programming areas are especially critical in view of the UN's High-level Plenary Meeting of the 65th Session of the General Assembly on the MDGs, which will assess where countries are at and what they must achieve to meet the MDGs.

Specifically, UNDP's contributions in these areas include: MDG planning, monitoring and reporting; support for achieving the MDGs in a participatory way that includes people and organizations from all levels of society; strengthening the ability of states to respond to HIV and AIDS; assisting local-level institutions as they strive to expand environment and energy services, especially to the poor; improving the ability of countries to prevent and cope with the effects of natural disasters; and restoring the economies and societal infrastructure in countries that have experienced crisis, whether natural or man-made.

UNDP is focused especially on the needs

and goals of least developed countries (LDCs), which face special challenges in addressing the calamities of our time, from economic crises to the mounting effects of climate change. Delivery to those countries increased in 2009 to 42 percent of UNDP's programming; in 45 of the world's 49 LDCs, UNDP supports work in achieving the MDGs and poverty reduction and in fostering democratic governance.

THE MILLENNIUM DEVELOPMENT GOALS

All of UNDP's most important work, however, is in support of achieving the MDGs through human development efforts ranging from empowering women and implementing HIV-education policies to promoting pro-poor national policies and fighting environmental degradation.

Since 2000, when the UN Member States adopted the Millennium Declaration and the

SELECTED EVALUATION LESSONS AND UNDP RESPONSE: **HIV AND AIDS, TUBERCULOSIS AND MALARIA**

Areas of strength	A strong partnership was built with the Global Fund to Fight AIDS, Tuberculosis and Malaria at the country level, which has led to tangible results in the area of national institutions, strengthened capacity to plan and respond to the pandemic, including the mainstreaming of HIV and AIDS into national development agendas. The UNDP contribution was critical for a gender-sensitive multi-sector response that reached vulnerable groups and sexual minorities.
Areas for improvement	The effective mainstreaming into poverty work requires greater attention, and cross-practice work with gender and capacity development should be systematized. Handing over the role of principal recipient to national entities requires increasing attention.
Response	Global guidance and training is embedding gender mainstreaming as a joint component of HIV and AIDS mainstreaming efforts; along with work across all practices to comprehensively address the achievement of multiple MDGs.



Women in Madagascar receive UNDP support through a microcredit scheme.

eight MDGs, UNDP's support for them has evolved at both national and global levels. According to the 2009 UNDP Partners Survey, an independently run survey of UNDP's partners in government, business, media and NGOs, 95 percent of survey respondents consider UNDP to be a 'critical' partner in contributing to the MDGs.

Today, UNDP supports the achievement of MDGs in the countries where it works in four key areas:

Advocacy: By building support for the MDGs across the world through advocacy campaigns, UNDP has significantly contributed to a growing global awareness of the goals and their importance.

Assessment and Planning: UNDP has been at the forefront of assisting countries to comprehensively measure where they are at in achieving the MDGs and then develop and adopt the strategies to get them where they need to be in time for the 2015 deadline.

Implementing Inclusive Development:

UNDP works with governments to deliver on their national programmes of MDG achievement to benefit real people with real problems. UNDP supports inclusive national initiatives ranging from energy access for the poor and water governance to microfinance and tackling inequality. Much of UNDP's support comes in the form of technical advice; one successful component of this is taking advantage of a South-South cooperation approach, in which experts and officials in developing countries who have successfully implemented a programme share their knowledge and experience with their counterparts in other developing countries.

Building Resilience: UNDP's support in crisis prevention and recovery, climate change and in analysing and responding to the impact of the economic crisis is designed to help countries maximize and sustain the MDG progress they do achieve. External shocks will occur; UNDP works to make sure that national institutions and the people who staff them are prepared.

With the 2010 global review of MDG progress approaching, 2009 was a year for UNDP to both take stock of progress made and to accelerate the work needed in the remaining five years. At the same time the global economic crisis required an urgent response from UNDP, especially in terms of helping countries to identify and protect the most vulnerable. Finally, the impact of climate change continued to threaten developing countries, especially the poorest. ●

SELECTED EVALUATION LESSONS AND UNDP RESPONSE: **CRISIS PREVENTION AND RECOVERY**

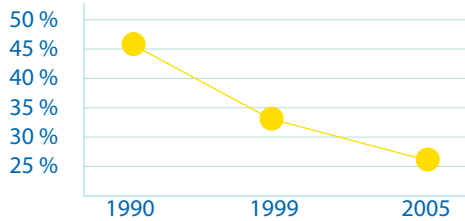
Areas of strength	Despite constraints and limitations, UNDP has made significant contributions in the areas of disaster risk reduction, early recovery and the rehabilitation of institutions.
Areas for improvement	Real clarity on what 'disaster' and 'risk' mean to UNDP is needed for effective programming. UNDP should not accept purely administrative functions, even when they fill a niche, at the expense of longer-term development functions. Long-term strategies to avoid repeated flash appeals and temporary solutions in the same country are needed.
Response	UNDP is creating a single coherent strategic approach across the organization on the definition and management of disaster risk, including climate change. More effort is being invested to respond to demand for support to public administration reform within a wider state-building agenda, with a strong focus on capacity development in crisis-affected settings.

PROGRESS TOWARD THE MILLENNIUM DEVELOPMENT GOALS

GOAL 1: ERADICATE EXTREME POVERTY AND HUNGER

Target 1.A Halve, between 1990 and 2015, the proportion of people whose income is less than one dollar a day

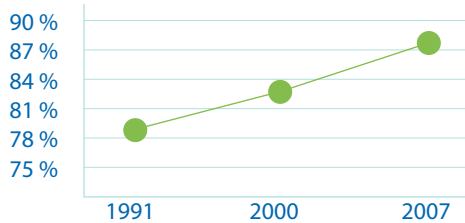
Proportion of people living on less than US\$1.25 purchasing power parity (PPP) per day



GOAL 2: ACHIEVE UNIVERSAL PRIMARY EDUCATION

Target 2.A Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling

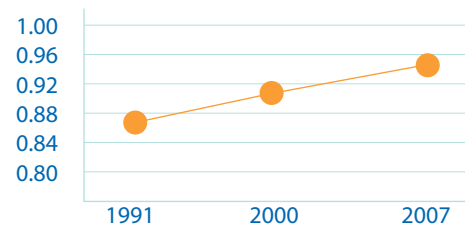
Proportion of enrolment in primary education (net)



GOAL 3: PROMOTE GENDER EQUALITY AND EMPOWER WOMEN

Target 3.A Eliminate gender disparity in primary and secondary education, preferably by 2005, and in all levels of education no later than 2015

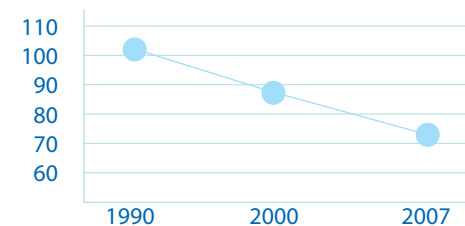
Ratio of girls to boys primary education enrolment (gross)



GOAL 4: REDUCE CHILD MORTALITY

Target 4.A Reduce by two thirds, between 1990 and 2015, the under-five mortality rate

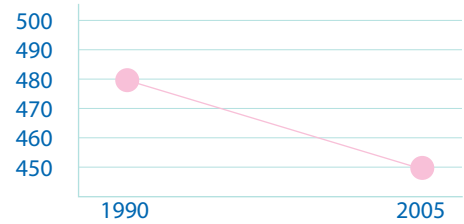
Rate of under-five mortality (per 1,000 live births)



GOAL 5: IMPROVE MATERNAL HEALTH

Target 5.A Reduce by three quarters, between 1990 and 2015, the maternal mortality ratio

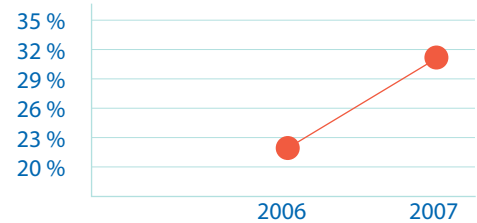
Number of maternal deaths per 100,000 live births



GOAL 6: COMBAT HIV/AIDS, MALARIA, AND OTHER DISEASES

Target 6.B Achieve, by 2010, universal access to treatment for HIV and AIDS for all those who need it

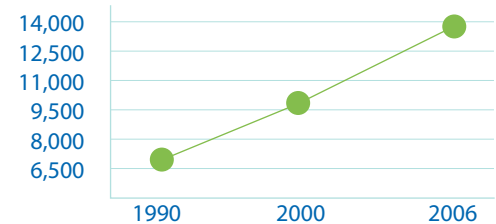
Proportion of population with advanced HIV infection with access to antiretroviral drugs



GOAL 7: ENSURE ENVIRONMENTAL SUSTAINABILITY

Target 7.A Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources

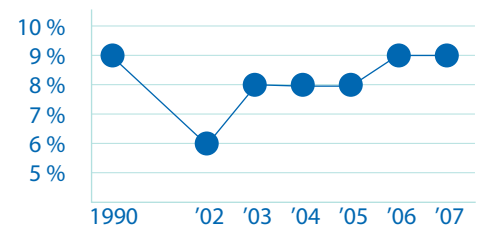
Amount of carbon dioxide (CO₂) emissions (total, in millions of metric tonnes)



GOAL 8: DEVELOP A GLOBAL PARTNERSHIP FOR DEVELOPMENT

Target 8.B Address the special needs of least developed countries (LDCs)

Aid to LDCs as a proportion of donors' gross national income



UNDP IN ACTION

DELIVERING ON COMMITMENTS

UNDP delivers programming at the country level in four core focus areas: poverty reduction and the MDGs; democratic governance; crisis prevention and recovery; and environment and sustainable development. Throughout all of UNDP's work, it provides technical and policy advice and solutions based on decades of real development work. UNDP also places a special emphasis on key cross-cutting strategies including capacity development, gender equality and South-South cooperation, which is the exchange of best practices between developing countries and emerging economies.

UNDP considers capacity development as its overarching contribution to human development. Capacity development is the process by which individuals, governments and societies strengthen and sustain their ability to achieve their own development objectives.

If development gains in the countries where UNDP works are going to last, there must be a real investment in new, long-term policies, reformed state institutions and trained, capable personnel.

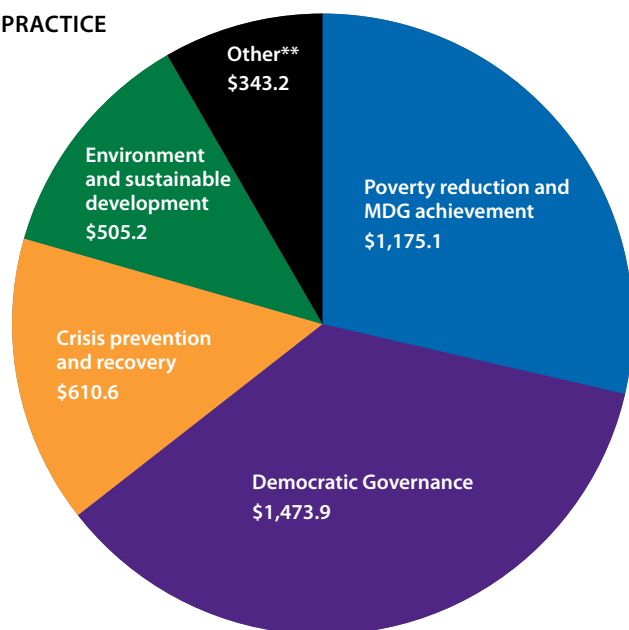
In 2009, much of UNDP's contributions through policy and programme support were to the state sector — such as key development ministries and electoral commissions — to develop institutional capacities to achieve human development goals. In 2009, UNDP continued to promote gender equality in all its programming, especially in light of the ongoing economic crisis and its impact on women. Finally, UNDP increased its focus on facilitating exchanges of knowledge and successful project experience between countries in the Global South.

UNDP PROVISIONAL PROGRAMME EXPENDITURE DISTRIBUTIONS, 2009*

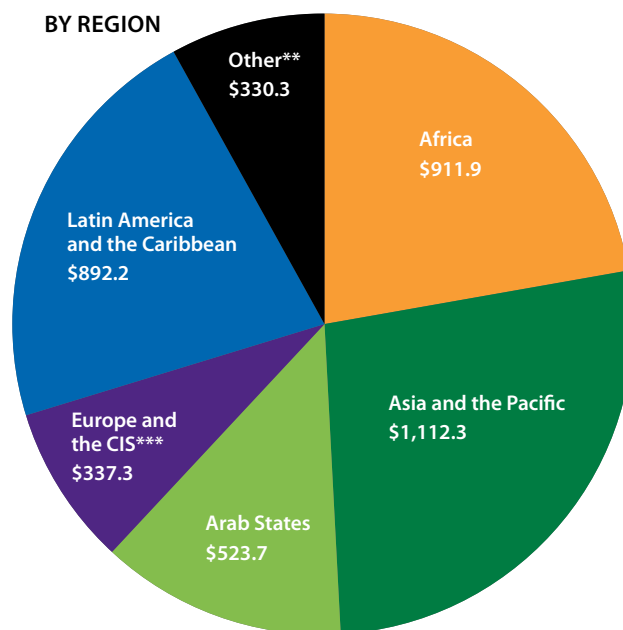
In millions of US dollars

\$4,107 TOTAL

BY PRACTICE



BY REGION



* Provisional, as of 14 April 2010

** Includes global, regional and country programme expenditure not linked to the UNDP Strategic Plan development results framework, in addition to resources for Development Support Services, Evaluation, Human Development Report Office, Special Unit for South-South Cooperation, Office of Development Studies, Economist Programme and special initiatives. Minor variations in totals due to rounding of numbers.

*** the Commonwealth of Independent States

Source: Operations Support Group/UNDP

UNDP PROGRAMME EXPENDITURE, 2009*

In thousands of US dollars



UNDP works in four practice areas, including poverty reduction and MDG achievement; democratic governance; crisis prevention and recovery; and environment and sustainable development.

Achieving the MDGs and Reducing Human Poverty

Promoting inclusive growth, gender equality and MDG achievement	\$851,371
Fostering inclusive globalization	\$43,612
Mitigating the impact of HIV and AIDS on human development	\$246,071
Other programme activities	\$34,062
Total	\$1,175,116

Fostering Democratic Governance

Fostering inclusive participation	\$246,302
Strengthening responsive governing institutions	\$1,086,796
Supporting national partners to implement democratic governance practices grounded in human rights, gender equality and anti-corruption	\$131,442
Other programme activities	\$9,382
Total	\$1,473,922

Supporting Crisis Prevention and Recovery

Enhancing conflict and disaster risk management capabilities	\$233,684
Strengthening post-crisis governance functions	\$65,654
Restoring the foundations for development	\$293,915
Other programme activities	\$17,001
Total	\$610,254

Managing Energy and the Environment for Sustainable Development

Mainstreaming environment and energy	\$287,493
Catalysing environmental finance	\$32,329
Promoting climate change adaptation	\$25,249
Expanding access to environmental and energy services for the poor	\$142,552
Other programme activities	\$17,598
Total	\$505,221

Sub-total programme expenditure linked to Strategic Plan development results framework	\$3,764,515
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Other programme-related expenditure**	\$343,177
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Grand Total Programme Expenditure	\$4,107,692
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* Provisional, as of 14 April 2010

** Includes global, regional and country programme expenditure not linked to the UNDP Strategic Plan development results framework, in addition to resources for Development Support Services, Evaluation, Human Development Report Office, Special Unit for South-South Cooperation, Office of Development Studies, Economist Programme and special initiatives.
Minor variations in totals due to rounding of numbers.

Source: Operations Support Group/UNDP

POVERTY REDUCTION AND THE MDGS

COUNTDOWN TO 2015

All of UNDP's work is, at its heart, about poverty reduction and achieving the MDGs. Supporting the institutions and processes of democratic governance gives voice to the poorest and ensures their chance at building a better future for themselves and their communities. UNDP's work with countries in mitigating and recovering from crisis always focuses on the needs of the most vulnerable, as they are the ones who are hit hard-

a host of countries will not meet many of the MDG targets by 2015.

UNDP is providing a combination of monetary and expert assistance to more than 30 countries as they work to prepare in-depth MDG country reports in time for the 2010 UN MDG Summit in September. The Summit is a unique opportunity for world leaders to strengthen collective efforts and to build consensus for the actions required to meet the Goals by 2015.

These MDG country reports will provide deeper analyses on why countries are making progress on some MDGs but not others. The reports will also detail the actions needed to achieve the MDGs in the time remaining. The aim of these reports is to place strong, empirical, country-level evidence of what has worked before the Summit. They will also provide national stakeholders – including governments, donors and civil society organizations – with a common, nationally-owned framework for renewed action.

UNDP is also leading the preparation of an international assessment of what actions must be taken to achieve the MDGs, as tasked by the Group of Eight (G8) leaders in 2009; the assessment will be launched in 2010, at the G8 meeting in Canada. The assessment will examine, in particular, what needs to be done to scale up proven interventions to the national level, taking into account the fact that many countries are still trying to recover from the global recession and other shocks like the food and fuel crises.

Finally, UNDP is producing an *MDG Breakthrough Strategy*. The Strategy will provide an acceleration framework, which will help countries identify what is holding back MDG progress. It will detail proven interventions and lessons learned in order to address those constraints. It will also guide our support to countries to build a foundation for sustaining the progress achieved, mitigate the risk of reversal and strengthen the partnerships that will be needed to achieve the MDGs by 2015.

UNDP SUPPORT TO POVERTY REDUCTION AND MDG ACHIEVEMENT

Countries requesting and receiving support in 2009	137
Percentage of countries where UNDP provides MDG support that have adopted at least one MDG into their national plan	90%
Countries where UNDP produced country-level MDG assessments in 2009	17

est by conflict and natural disaster. Loss of biodiversity and the effects of climate change are taking their toll, especially on the livelihoods and the futures of the world's poorest, making UNDP's work in these areas increasingly important.

UNDP plays an important role in the global push to achieve the MDGs. First, UNDP's programmatic work supports governments as they work to achieve the MDGs, through policy and technical advice as well as financial support. In fact, a 2009 survey of countries where UNDP provides significant support to national MDG efforts showed that 90 percent had adapted at least one of the MDGs into their national plans. Today, over 60 countries have adopted MDG-based national development strategies with UNDP's support.

Secondly, UNDP coordinates the UN's efforts to monitor countries' rates of MDG achievement. These monitoring efforts are especially urgent as the ongoing economic crisis continues to hamper gains in human development and MDG achievement in many countries. Without a renewed commitment for concrete, comprehensive and targeted action,



Much of UNDP's policy advice to developing countries in 2009 focused on integrating the MDGs into their national development plans as well as expanding ongoing MDG initiatives. For example, in **Colombia**, UNDP provides technical and financial support as well as guidance to local governments in including MDG awareness in their political agendas and development plans. As a result of this work, \$346 million has been raised to finance 11 public policies. In partnership with the UN's Children's Fund (UNICEF), UNDP developed an in-depth socio-economic database containing up-to-date information on Colombia's national MDG targets.

AID EFFECTIVENESS

The unpredictability of continuing flows of official development assistance (ODA) to developing countries in the current global recession makes national efforts to ensure a sound and transparent use of aid more essential than ever. More than 60 developing countries have implemented aid-management information systems, including websites and databases, with the support of UNDP.

These systems make possible effective management and coordination of aid by providing easily accessible and timely information on planned and ongoing aid flow, broken down by funding agency, sector and geographic location. The setting up of such a system in **Tanzania**, with UNDP's assistance, has improved the predictability of aid flows. The Ministry of Finance is now able to make more informed policy and budgetary decisions that are better aligned with the government's national development strategy.

In Lesotho, Mojalefa John Ntlabo runs his own door-to-door health care product business with help from a UNDP youth employment programme.

In **Mali**, with UNDP's support, the Government set up a 'one-stop shop' to facilitate aid coordination. In 2009, UNDP facilitated an agreement, adopted by the Government and more than a dozen of its international partners, that clarifies the roles that different donors play and how their efforts can align within Mali's overall development picture. The agreement puts special emphasis on key social development sectors, including education, health and government decentralization. UNDP is currently helping to coordinate donor agencies working with Mali and, together with other partners, has set up a joint fund for channelling resources aimed at strengthening the capabilities of the Government's Secretariat for Aid Harmonization.

MONITORING AND ASSESSING POVERTY

Governments must know what problems exist in order to tackle them. With that in mind, UNDP works with governments across the developing world in establishing comprehensive poverty assessment and monitoring systems, from basic census-taking to more extensive tools that provide reliable and timely data on poverty and inequality.

With national economies depressed and unemployment rates high due to the effects of the global recession, tax revenues are drying up. As a result, local governments and the services they offer are being hit hard. In 2009, UNDP commissioned a study on the economic crisis' effect on local communities in **Moldova**. Experts conducted interviews with mayors, doctors, social protection officers, school directors and private companies on the impact the crisis is having on their communities.

The initiative administered a nationally representative public opinion poll across Moldova, conducted focus groups with vulnerable populations, including returning migrants, and produced a quantitative analysis of the impact of the crisis on the socio-economic situation using statistical data. The final report included policy advice specifically tailored to the needs and realities faced by companies, people and local governments in Moldova. Local authorities then used the harvested data when it came time to make expenditure cuts. The study's findings and policy recommendations provides an impor-

tant basis for ongoing dialogue between local and central authorities as the crisis continues to take its toll on local communities.

INCLUSIVE MARKETS AND SUSTAINABLE LIVELIHOODS

Inclusive markets provide opportunities for the poor to become involved in, and to benefit from, private enterprise. All too often, however, small and medium-sized businesses find themselves deprived of the human capital, networks and financial resources needed to grow, especially in the face of monopolistic or oligarchic private interests that use their power to stifle local competition and initiative.

A long-standing UNDP programme to assist poor farmers in **China** has delivered real increases in farmer income. In 2009, UNDP's programme, which links farmer cooperatives to innovative, environmentally-friendly tech-

market economy through the establishment and support of agricultural service cooperatives. These cooperatives bring together member farmers in order to solve common manufacturing, storage and selling problems. With over 40 percent of rural respondents to a UNDP poverty survey in Ukraine's Crimean region showing incomes well below the living wage, improving their livelihoods is crucial if Ukraine hopes to achieve MDG 1, which aims to cut extreme poverty in half by 2015.

In 2009, UNDP's Crimea Integration and Development Programme in Ukraine, through technical and partial financial assistance, supported the creation and launch of 12 cooperatives, benefiting 855 members from different ethnic groups. Another 470 members of newly initiated cooperatives that have not yet been officially registered also received training and support.

The cooperatives offer their members a number of advantages, from providing joint storage and processing of agricultural products to the ability to make wholesale purchases of seeds, fertilizer and farming equipment. Working together, the farmers are also able to push for more favourable prices, obtain loans, grants and subsidies and reduce costs. UNDP has played an especially crucial advisory role to the cooperatives, providing seminars on business planning and bringing in experts to teach the farmers about efficient farming techniques and state-of-the-art methods for the manufacturing and storage of agricultural products.

WOMEN AND POVERTY

There is no denying that any initiative to reduce poverty must not only include women, their concerns and their priorities, but, in many cases, must target women as the chief beneficiaries. UNDP addresses gender imbalance and women's empowerment across its practices, including its work in livelihoods and income generation. For example, a UNDP programme in **Djibouti** is supporting a government development agency in the creation and management of microcredit schemes. In 2009, the Popular Bank for Saving and Credit opened, with women borrowers accounting for 87 percent of its almost 4,500 new members. Like many such microcredit schemes that prioritize women, the repayment rate is impressive, at 97%.

3,412,826

The number of people who have received HIV testing and counselling through UNDP-administered grants from the Global Fund to Fight AIDS, Tuberculosis and Malaria as of 2008; in addition, 16,842,045 people received malaria treatment and 595,467 cases of tuberculosis were detected and treated.

nologies by bringing in agricultural technology experts, was formally made a national programme by the Government. The experts receive a share of the farmers' profit, providing incentives for them to take a more active role in ensuring the success of the farmers, who learn not only new technologies but also better ways of organizing their businesses.

Through a network of 70,000 of these experts, hailing from government agencies, academies and research institutes, some 1 million farmers have benefited from the programme, with a resulting increase in annual incomes ranging from 9 to 26 percent. The scheme, currently in 1,800 of China's 2,872 counties, will be expanded to 80 percent of counties within five years, with the aim of providing direct access to these agricultural technology experts to all villages within 10 to 15 years.

In **Ukraine**, UNDP — in partnership with the Government and the Canadian International Development Agency — is boosting small farmers' competitiveness in the

In **Kenya**, women and children have been hit hardest by the current global and local credit crunch that has destabilized the economy. A joint programme between UNDP, Kenya's Equity Bank and the Government's Ministry of Trade is promoting the work of



A UNDP poverty reduction programme in the occupied Palestinian territory helps people start their own businesses.

women business owners through entrepreneurship training programmes that teach them important business management skills, from how to write effective business plans to how to register their own companies. The women receive follow-up one-on-one instruction in addition to debt financing and specially tailored financial products offered by Kenya's Equity Bank.

In 2009/2010, the programme graduated its first group of 144 women entrepreneurs from its training workshops, including the owner of a school transport enterprise who also received a loan to purchase an additional school bus for her small fleet. The programme has already provided \$5.4 million worth of loans to 350 women business owners who run medium to large enterprises.

HIV AND AIDS

With more than 33 million people living with HIV around the world, the HIV epidemic is not only a public health crisis, but also a human development one. Strengthening the links between HIV responses and broader development and health initiatives is central to advancing the MDGs.

As a co-sponsor of the UN Joint Programme on HIV/AIDS (UNAIDS), UNDP addresses dimensions of the HIV epidemic

that relate to development planning, governance, human rights and gender. In addition, UNDP supports countries to implement HIV and health programmes financed by the Global Fund to Fight AIDS, Tuberculosis and Malaria.

UNDP assists countries to make effective use of the Global Fund financing they receive, ensuring that governance, partnerships, procurement, financing and project management skills are leveraged to achieve important health outcomes. As of March 2010, UNDP acted as the Global Fund recipient in 26 countries, managing 72 grants totalling more than \$1.3 billion. In 10 countries, UNDP has successfully handed over Global Fund programme management to governments or civil society organizations following UNDP capacity-strengthening efforts.

For example, through a Global Fund programme in **Belarus** aiming to control the spread of tuberculosis, UNDP worked to bring about widespread, systemic changes, including the revision of national treatment guidelines, the reform of the national laboratory service, the introduction of World Health Organization tuberculosis registration and reporting forms and the launch of a national tuberculosis database. In 2009, 200 patients began treatment for a multi-drug resistant, deadly form of tuberculosis that is difficult and expensive to treat. A new Global Fund grant will allow the treatment programme to expand to 2,000 patients, effectively covering 80 percent of patients suffering from this resistant strain in Belarus.

In more than 30 countries, UNDP is working to create enabling legal environments that are necessary for sustainable, effective responses to the HIV epidemic. In **Mozambique**, UNDP provided technical assistance to parliamentarians during the drafting of a bill to protect the rights of HIV-positive women, men and children. The final bill recognizes that stigma and discrimination hinder HIV prevention and treatment efforts and, as a result, makes it illegal to exclude people from accessing public services because of their HIV status. The bill also prohibits compulsory HIV testing, requires schools to introduce information on HIV prevention into the curriculum and gives children living with HIV the same rights to education as other children. ●

600

Number of local governments the Fund partners with in the 49 countries where it operates.

The MDG Achievement Fund was set up in 2006 in support of national efforts to accelerate progress on the MDGs. In 2009, the Fund finalized the approval for 128 new, joint UN programmes in 49 countries around the world tackling a number of development issues, ranging from food security and child nutrition to gender equality, climate change and youth employment.

Through the Fund's collaborative and participatory approach, it has brought together almost 2,000 partners to bring about real, systemic change. These partners include farmers' cooperatives, media groups, local and national governments and private sector businesses. For example, in **Angola**, four UN agencies, including UNDP, have joined efforts with local authorities, NGOs and citizen groups to ensure that poor families gain direct access to safe drinking water and adequate sanitation. Working through the national programme on water access, the Fund's joint programme has put in place pro-poor policies and regulations that call for community management of local water and sanitation utilities.

On the outskirts of Cacucaco, about 15 kilometres from the capital of Luanda, the joint UN programme is working with local authorities to increase access to safe drinking

water for 35,000 people. The local administration not only contributed almost one third of the funds needed for the endeavour but also signed off on the contracts to build 25 water points. The programme also worked with local partners to develop a community-based water management model that will make citizens accountable for the sustainable management of this precious resource.

In late 2009, Heads of State from **Bolivia, Costa Rica and Guatemala** launched a series of Fund-supported programmes to eradicate poverty. Such national ownership is a cornerstone of the Fund's work and is also reflected in its support to civil society. In fact, the Fund is supporting a joint \$1.7 million UNDP and UN Millennium Campaign initiative to increase citizens' voices in MDG policy and practice at the national level in **Brazil, Ethiopia, Mozambique, Nepal, the Philippines and Senegal**.

For example, in the Philippines, this initiative is supporting the building of MDG coalitions with different, often marginalized, civil society groups ranging from internally displaced people and rural farmers to youth and women. These coalitions are working together to identify which MDGs should receive priority in their communities, resulting in an MDG citizens' report that will then be presented to the national government.

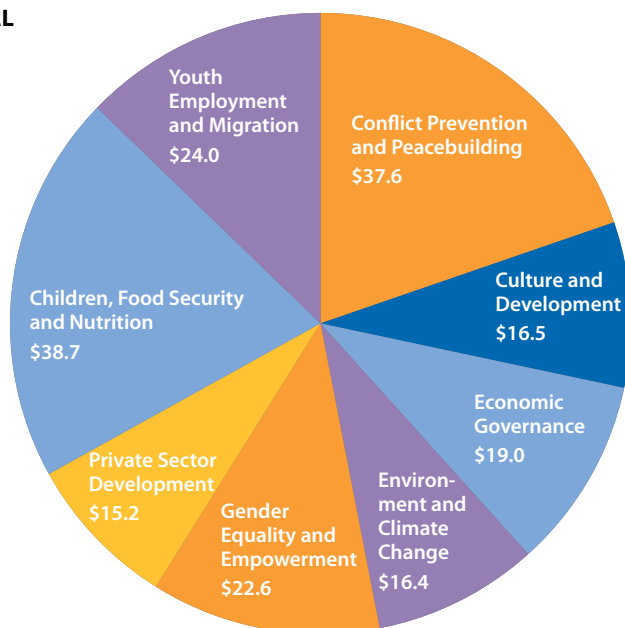
Since accessing the Fund requires UN agencies – such as UNICEF and the World Food Programme – to work together at the country level, the Fund has been instrumental in bringing about a more effective and collaborative UN system. The 20 UN agencies that can access the Fund must sit down at the same table to develop and agree on a joint programme idea, a joint budget and a way forward, putting the Fund at the forefront of the UN reform process and giving a significant and concrete boost to efforts to deliver programming as *One UN*.

As the Fund moves steadily away from the design of poverty reduction programmes and into the concrete implementation of these programmes, it will be fostering a culture of monitoring and evaluation that will provide valuable insight and learning for future action.

FUND EXPENDITURES BY THEME, 2009*

In millions of US dollars

\$190 TOTAL



* Provisional, as of 14 April 2010
 Minor variations in totals due to rounding of numbers
 Source: Multi-Donor Trust Fund Office/UNDP

UP CLOSE: RWANDA

TACKLING POVERTY THROUGH LOCAL GOVERNANCE

RWANDA FACTS

2.8% people living with HIV

97% primary school enrolment

56% women in Parliament

Murengerantwari Syldio is a farmer in Rwanda's Rulindo district who, until recently, had no way of selling his crops to neighbouring districts because of poor roads. Thanks to a UN programme that is strengthening local government institutions — supported in part by UNDP and the UNDP-affiliated UN Capital Development Fund (UNCDF) — local leaders are now working together to bring sustainable, community-led improvement to their citizens. As a result, Syldio and other farmers in his community now have a bridge connecting his village to nearby communities, allowing him to sell his crops and improve his quality of life.

The bulk of UNDP's contribution in Rwanda between 1994 and 2001 was in support of the Government's Emergency Reintegration and Reconstruction Programme, placing its work mainly in the context of long-term crisis recovery. Over the last decade, however, Rwanda has seen its political and domestic situation improve. UNDP's focus, therefore, has shifted to supporting the Government's Vision 2020, a national blueprint spelling out poverty reduction strategies and specific political, social and economic steps that must be taken in order to transform Rwanda from a least developed country into a middle-income country by 2020.

In particular, UNDP has been a premier provider of development advice, advocacy and grant support to development programmes in Rwanda, like the decentralization programme in Rulindo. UNCDF's support addressed specific needs at the local level through capital investment and training of local leaders on good governance. Along with UNICEF, UNDP supported the National Institute of Statistics in the collection and analysis of data so that local government officials can participate in evidence-based planning.

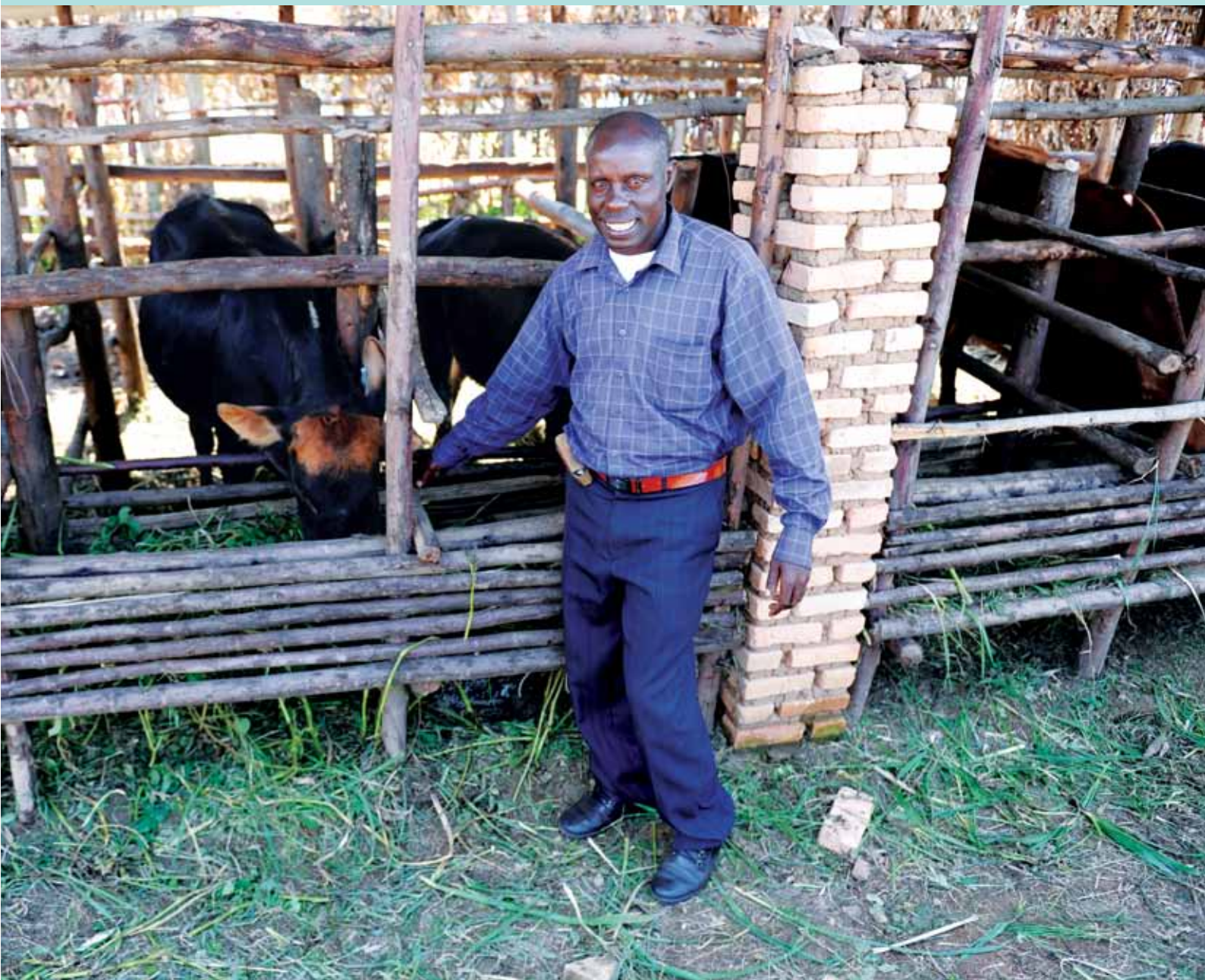
All of these important reforms help the Rwandan population in addressing its

most pressing needs. A better government in Rulindo has led to better infrastructure. For example, evidence-based planning focuses on the specific needs of the community, such as the bridge that not only gave Syldio and other farmers access to new markets for their crops, but also connected children to schools and improved the police force's access to the community.

As a result, more than 700,000 people in the rural districts of Gicumbi and Rulindo have benefited from this programme of institutional reform, which promoted decentralization and local development initiatives through the support of participative, transparent and equitable local administration. According to an independent, UNDP-commissioned evaluation, family incomes have increased, district tax income has risen and local administrative systems are stronger.

In 2007, Rwanda became one of eight pilot countries in the UN's *Delivering as One* initiative, which aims to form a more coherent UN response to development challenges at the country level. Today, UN agencies implement development programmes, in line with the Government's own development priorities, through a single UN programme and a single UN budgetary framework. UNDP plays a dual role, as both a UN agency and development partner to the Government, and as the coordinating agency for the *Delivering as One* programme in Rwanda.

A particularly successful *Delivering as One* programme that UNDP contributed to, along with UNICEF and the UN Development Fund for Women (UNIFEM), addresses gender-based violence, which the Government of Rwanda considers seriously detrimental to human development. As a result, the three UN organizations came together to support the revision and promotion of laws, including a gender-based violence bill, which was passed by Parliament in 2006. The bill defines



Rwandan farmer Murengerantwari Syldio is one of many to have benefited from a joint UNDP-UNCDF local governance programme.

gender-based violence, works to prevent it with educational campaigns — many of them targeting men — and defines punishment for perpetrators.

The programme has also set up a centre in Kigali that provides health, legal and psychosocial support to victims, while also raising awareness about violence against women, particularly among men. At the centre, called the Gender Desk, survivors

can present their cases for investigation. In its first full year of operation, the Gender Desk investigated 1,777 rape cases, resulting in 803 convictions.

DEMOCRATIC GOVERNANCE

PROVIDING AN ENABLING ENVIRONMENT

Democratic governance plays a key role in achieving the MDGs; in reducing rates of poverty; in managing and preventing conflict; and in tackling climate change. As a result, demand in this area claims the largest share of UNDP's expenditures. Indeed, democratic governance is central to the achievement of the MDGs, as it provides the 'enabling environment' for the realization of the MDGs and, in particular, the elimination of poverty. UNDP's work in this area focuses on support for the expansion of people's opportunities to participate in political decision-making; making democratic institutions more accountable and responsive to citizens; and promoting the principles of democratic governance — in particular anti-corruption efforts, gender equality and human rights.

Not only does UNDP support an election somewhere in the world on average every two weeks, it also works to strengthen one out of every three parliaments and helps a number of countries in ensuring that laws work for everyone. UNDP works closely with national stakeholders and key institutions, such as min-

In terms of gender equality, in 2009, UNDP supported special measures in 59 countries to increase the representation of women at all levels of government, including training for women candidates on leadership and campaign management. In **Malawi**, UNDP, with support from Norway, partnered with the Government and the *One UN* team on a parity campaign that increased the percentage of women in office in the May 2009 election from 14 to 22 percent.

ELECTORAL SUPPORT

In 2009, UNDP supported elections in 35 countries through technical, advisory and financial assistance. Since most donor funds target electoral events, UNDP launched a three-year, \$50 million fund to help countries improve their electoral laws, processes and institutions and to enhance the participation of women in electoral processes.

The 2009 Parliamentary election in **Lebanon** was the fairest in that country's recent history, thanks in part to a UNDP programme of technical support to the electoral process. That support included setting up a system for voter identification and registration that resulted in an additional 300,000 voter identification cards being issued in record time by the Government.

UNDP also worked with the Government to run a public awareness campaign, establish a hotline for people to call with election questions and provide a series of training sessions on electoral coverage for members of the media. The programme made a special effort to reach out to Lebanon's marginalized populations, particularly women, by promoting their participation. In one highly contested district, Zahle, 60 percent of registered women voted as opposed to 56 percent of registered men.

In the **Democratic Republic of the Congo** (DRC), a UNDP elections programme is supporting the Congolese Independent Electoral Commission — put in place during a transitional political period — in organizing local

UNDP SUPPORT TO DEMOCRATIC GOVERNANCE

Countries receiving UNDP support in 2009	132
Percentage of UNDP democratic governance projects that contribute to gender equality	78%
Countries receiving UNDP electoral support in 2009	35
Countries receiving UNDP support to their parliaments	54

istries, the judiciary, parliaments and electoral commissions, developing their ability to bring about lasting and effective change.

In addition, for governments to be more effective, people must have a say in the decisions that affect their lives. State institutions like the judiciary and the police force must be capable of responding to people's needs and adhering to international standards on corruption, human rights and gender equality.

elections. UNDP is also supporting the establishment of a new, permanent electoral commission in preparation for the next presidential elections, scheduled for 2011. In 2009, the Commission was able to update DRC's voter registry system in the capital city of Kinshasa, a process that is being continued in the rest of the country. Additionally, the programme has procured over \$24 million worth of electoral material, including software upgrades, voter cards, solar panels and generators for registration efforts in the field and civic education material.

Finally, with logistical assistance from the UN's peacekeeping mission in DRC, UNDP contributed to the training and payment of electoral workers and the deployment of equipment throughout a country the size of Western Europe. UNDP is also providing crucial support to the Parliament as well as the provincial assemblies in the form of information technology equipment and training on resource mobilization, the internal workings of democracies and the promotion of women in government.

JUSTICE AND HUMAN RIGHTS

Law and order is a serious problem adversely affecting individual safety, national security and economic growth in many developing countries. In **Bangladesh**, an ongoing joint UNDP and government police reform programme has led to the establishment of the country's first ever Victim Support Centre, in the capital city of Dhaka. In 2009, the Centre assisted 270 crime victims seeking support. The Centre is staffed by police officers and Civil Society Organization representatives who have been specially trained to provide medical, legal and counselling services as well as short-term accommodations when needed.

More importantly, however, the Centre resulted from the creation of a crucial and strategic partnership between the Bangladesh police force and 10 leading NGOs, bridging a traditional divide between victims' support groups and the police. Over the long term, UNDP's police reform programme in Bangladesh is supporting the police's ability to contribute to a safer and more secure environment based on respect for the rule of law, human rights and equitable access to justice, with a special focus on the poor, the marginalized and women and children.

UNDP continues to work on a national level worldwide to strengthen women's property, inheritance and land rights, examine how informal law can be brought closer to international norms and standards and improve women's legal rights and access to justice.

UNDP is supporting the Government of **Morocco** as it implements its groundbreaking Family Code, which was passed in 2004 and promises women greater equality and protection of their human rights within marriage

Locally elected officials take literacy classes in Burkina Faso through a UNDP democratic governance programme.



and divorce. In 2009, UNDP — along with UNIFEM and UNICEF — began supporting five model tribunals in major cities in Morocco to ensure that the new, progressive family code is implemented and enforced. A total of 90 judges and 25 clerks received training in human and child rights, the importance of considering gender in their work and the social psychology of the family. Thanks to the success of integrating social workers within the five pilot sites, the Ministry of Justice has decided to recruit additional social workers across all regions of Morocco.

SUPPORTING INCLUSIVE AND EFFECTIVE LOCAL GOVERNANCE

A UNDP-supported programme through the Ministry of *Panchayati Raj* (rural self-governance) in **India** aims to empower women and include them in the political process, including locally elected women representatives. Over the past five years, the programme has provided more than 100,000 women community representatives in 12 states with leadership training, access to valuable face-to-face

sessions with district officials and support for their election campaigns. Additionally, the programme financed a public awareness-raising campaign on the importance of elected women officials. In 2009, over 10,000 women benefited from these UNDP-supported initiatives. Put together, this has resulted in a significantly more enabling environment

for women leaders, many of whom were newly elected following a significant change in Indian law concerning gender and local governance.

In **Georgia**, UNDP, in partnership with the Government — and with funds from the United States Agency for International Development and the United Kingdom

UNIFEM: PROMOTING EQUALITY THROUGH SOUTH-SOUTH COOPERATION

When a distraught mother discovered that her 14 year-old daughter had been repeatedly raped by her guardian, desperately-needed help was provided by an officer at the Gender Desk at the Rwandan National Police Headquarters. The officer, who had been trained in dealing with victims of sexual violence, arranged for the girl's free medical treatment in order to preserve critical evidence.

The Gender Desk was established five years ago with joint support from UNDP and UNIFEM — a UNDP-affiliated fund — to improve the police response to cases of sexual and gender-based violence. A specifically designated interview room allows women to speak in confidence with a trained police officer, and incidents can be reported through a nationwide toll-free hotline. Motorcycles, provided by UNIFEM and UNDP, allow for the fast dispatch of officers, especially in rural areas.

Across Africa today, an increasing number of law enforcement institutions are sharing successes in order to improve their response to violence against women. Much of this originates with the widely recognized work that began in Rwanda in 2004 to establish gender desks in police stations and to provide training curricula for police and defense forces, supported by UNIFEM and UNDP.

Over the past two years, police officers from **Burundi**, **Somalia** and South **Sudan** have travelled to Rwanda for study tours with the Rwandan police and are now adapting what they learned. The national police of **Nigeria** have now invited Rwandan police to train their forces on preventing sexual and gender-based violence and response. Manuals and curricula developed by both the Rwanda National Police and the Rwanda Defense Forces with support from UNIFEM have been

used to train security forces in **Burundi**, **Fiji**, **Kenya** and **Tanzania**.

The Rwanda Defense Forces have also been invited by the International Conference on the Great Lakes Region, which comprises 11 African nations, to train other countries' defense forces to prevent and respond to gender-based violence as well as how to involve women in peacekeeping operations. The training modules have also been shared with the UN's Department of Peacekeeping Operations' teams that are responsible for women's protection and the UN's peacekeeping police forces in Darfur.

In 2009, gender desks based on the Rwandan model were established in South Sudan, Nigeria, Tanzania and **Uganda** with UNIFEM support. The Tanzania Female Police Network, working in collaboration with the Police Academy and the Women's Legal Aid Centre, established gender desks at 30 police stations.

Nigerian police in two states have adopted official registers in police stations to keep track of cases of violence against women. These stations are linked to state and community level committees (including government doctors and hospitals and human rights lawyers) who have been trained and equipped to provide appropriate responses to victims of gender-based violence.

UNIFEM focuses its activities on one overarching goal: to support the implementation at the national level of existing international commitments to advance gender equality. UNIFEM's efforts on the ground work to advance the internationally agreed MDGs and other development objectives. Taking innovation to a national or regional scale is critical to achieving the MDGs.

9

The number of countries in which UNIFEM-supported Gender Desks have been or are in the process of being established.

Department for International Development — has accomplished a civil registration reform project that is considered a national success. The programme supported the standardization of old archives through a digitization process and the improvement of the physical and technical infrastructure of the Civil Registration Agency. This modernization process has resulted in a rehabilitated agency that is now seen as one that provides quality service to citizens in a prompt and friendly manner.

PUBLIC ADMINISTRATION REFORM AND ANTI-CORRUPTION

UNDP recognizes that minimizing corruption is a critical component of reducing poverty and bringing about gains in human development. UNDP's emphasis on long-term systemic changes and the human dimensions of development, coupled with its impartiality, underscore its unique contributions in promoting good governance and public accountability and transparency. In 2009, 112 countries benefited from UNDP's technical support for action aimed at forming anti-corruption policies and organizations, as well as improving the participation of civil society and the media.

UNDP also organized a number of anti-corruption training activities initiated from a South-South point of view, a development approach that calls for the exchange of knowledge and experience between developing countries. For example, in 2009, UNDP and the Media Institute of Southern Africa (MISA) produced a training workshop for regional journalists on the investigation and reporting of corruption, held in Johannesburg, **South Africa**. The training brought together 20 senior journalists from 11 African countries in addition to trainers from the Philippine Centre for Investigative Journalism. Nearly all the participants rated the training they received as "excellent," and UNDP is working with MISA to develop a manual that will allow it to conduct similar training in Asia and Latin America. Going forward, MISA will also partner with UNDP Country Offices in order to run similar training on a national level across the region.

In 2009, UNDP also provided 16 countries with technical and financial support to strengthen country-led assessments of governance reforms. For example, UNDP supported

the Congress of **Paraguay** to conduct a self-assessment survey and develop indicators for monitoring the effects of democratic governance. The results offer a database of evidence that are shaping public policy, helping the Government to differentiate policy impacts on various demographic groups, including women and the poor.

E-governance, a term that refers to the provision of public services via the Internet, has tremendous potential as a way to further good governance and democratic participation, especially in remote and rural areas. A unique UNDP-supported e-governance programme in **Bhutan** is contributing to the

112

The number of countries in 2009 benefiting from UNDP's technical support for action aimed at forming anti-corruption policies and organizations, as well as improving the participation of civil society and the media.

Government's pledge to provide 80 percent of the rural population with access to online public services by 2013. The programme has been piloted in Bhutan's Department of Forestry and allows regular citizens and government officials the ability to interface with government offices via the Internet.

For example, people in rural areas can now apply online at community information centres for permits or for necessities like firewood and fencing poles without having to travel to district headquarters; they can then track the status of their applications and receive permits from local offices. As a result, the time for processing most permits and clearances has been reduced from weeks to less than a day, bringing about greater transparency, efficiency and accountability in public service delivery at the local level. The Government now plans to provide e-governance services nationwide and to expand it to include 33 additional public services. ●

UP CLOSE: INDONESIA

A DECADE OF ELECTORAL SUPPORT

INDONESIA FACTS

- 25% women in Regional House of Representatives
- 92% literacy rate
- 17% people below the national poverty line

For more than a decade, UNDP has been working closely with Indonesia in its shift to a system of democratic governance. This support began as financial and logistical support for free and fair elections and, over the years, has transformed into policy support for the building of sustainable electoral institutions, giving Indonesia the ability to run its electoral cycle independently from beginning to end.

Indonesia is the world's third largest democracy. When the democratization process began in 1998, one of the most urgent priorities for the Government was to hold a free and fair election, so it turned to UNDP for technical assistance. In partnership with government agencies, civil society organizations and a number of donors such as Denmark, Japan and The Netherlands, UNDP helped to launch a massive programme of technical electoral assistance.

The programme focused on electoral management, voters' education and election monitoring. However, since this was the first democratic election to be held in Indonesia since 1955, UNDP also provided logistical support, from the printing of ballot papers and the procurement of indelible ink to assisting in vote tabulation. In addition, it coordinated \$60 million in donor support to the elections.

The 1999 election was a resounding success. UNDP's support had helped to usher in a new democratic era in Indonesia. In recognition of this fact, in 2004, the Government requested UNDP's electoral assistance once again for the country's first direct presidential election and first election for a new parliamentary chamber called the House of Regional Representatives. Although UNDP still provided logistical and aid-coordination assistance as in the previous election, it began to focus more on providing technical support to the Indonesian Election Commission, which directly managed the elections.

The 2004 election was viewed by many international observers as one of the most successful elections ever run in a transitional democracy. A year later, Indonesia began a new initiative that would change the landscape of electoral politics there, with the introduction of a local election for governors, mayors and district heads. Doing this would complete Indonesia's transition to popular elections for all legislative and executive positions throughout the country.

While holding these new local elections was a complicated process, it was especially challenging in the special autonomous province of Aceh, where a history of separatism and conflict threatened the area's stability. The Independent Election Commission in Aceh requested UNDP's technical assistance in the management of the local elections. With support from the European Union, The Netherlands and Spain, UNDP's elections support programme in Aceh provided significant assistance to the ultimately successful elections, resulting in a new era of peace for its people.

Four years later, the Government of Indonesia again requested UNDP assistance for the legislative and presidential elections, scheduled for 2009. By that point, Indonesia had made great strides since its first election a decade previously. UNDP shifted its support away from technical assistance for specific elections and toward building up electoral systems and institutions. Thus UNDP adopted a new approach based on the electoral cycle, meaning its electoral support programme would not end with the election.

With support from the Governments of Australia, Canada, The Netherlands, Spain and the United Kingdom, UNDP established a long-term multi-donor programme aiming to make Indonesia completely self-sufficient. While the programme provided support to the 2009 elections in the usual areas of technical assistance, civic educa-



A woman votes in April 2009 legislative elections in Indonesia. UNDP has been providing electoral support in the country for more than a decade.

tion and aid coordination, it also stepped up support to Indonesian institutions like the National Planning Agency in order to create a permanent aid coordination centre.

The programme is currently assisting the General Election Commission in the establishment of an Electoral Resource and Information Centre, which can be accessed by local election commissions and the general public. It is setting up an internationally recognized training curriculum for election workers and is establishing a national civic education centre with branches in all 33 of Indonesia's provinces.

This will ensure that voter education is continuous and not tied to electoral agendas or calendars.

This programme of long-term electoral support was developed jointly with the Government to ensure that the institutions and mechanisms established with UNDP support are fully managed and funded through Indonesia's national budget. This final programme of electoral support thus crowns UNDP's decade-long efforts and provides a viable exit strategy, guaranteeing that Indonesia, its Government and its people are equipped and ready for a future of democratic governance.

CRISIS PREVENTION AND RECOVERY

BUILDING BACK BETTER

States suffering the effects of conflict and disaster are among those most in danger of failing to achieve the MDGs by 2015. Human development in these countries is jeopardized by a broad range of complex threats, including gender inequality, inadequate policies addressing ex-combatants, the proliferation of small arms, weak judicial and law enforcement systems and poor disaster preparedness. With technical and financial assistance from UNDP, many such states are making headway. However, sustained support, along with further strengthening of international policy and partnerships, will be essential over the next five years.

A UNDP programme in **Nepal** trained 310 judges on gender-based violence and established 20 community mediation centres in four districts to handle family and domestic violence cases. Additionally, the programme formed 70 paralegal committees in seven districts specifically tasked with handling cases of gender-based violence. UNDP also trained the 901 members of these paralegal committees – 90 percent of whom are women – and established four legal aid desks that received 265 cases related to gender-based violence in the first nine months of operation.

Eighty percent of conflict survivors in **Colombia** are women. In collaboration with UNIFEM, UNDP is supporting local women's organizations in five conflict-affected regions to actively participate in peace and reconciliation processes. In 2009, UNDP's work there has directly benefited more than 600 women representing 385 women's organizations and their 14,000 members from across the country by strengthening their networks with each other. The initiative has resulted in a series of policy proposals that include women's issues and perspectives in truth and reconciliation efforts.

PREVENTING CRISIS

The effects of natural disasters and political crises are exacerbated by the ongoing global recession as well as conflicting demands for increasingly limited natural resources. As a result, UNDP's work in disaster risk reduction is highly sought after.

As a consequence of UNDP's support in institutionalizing tsunami early warning systems in countries devastated by the 2004 Indian Ocean tsunami, these vulnerable states are better equipped to issue alerts than they were five years ago. **Indonesia** was able to issue a warning within five minutes of detecting a major earthquake in September 2009, leading to the successful evacuation of residents to designated safe sites. In 2009, this initiative contributed to the ongoing development of an Indian Ocean-wide standard oper-

5 minutes

The speed with which Indonesia was able to issue a tsunami warning after detecting a major earthquake in September 2009. UNDP support has helped institutionalize tsunami early warning systems in the countries devastated by the 2004 Indian Ocean tsunami.

Last year, 87 UNDP Country Offices supported national governments in crisis prevention and post crisis contexts, ranging from direct technical and financial support to policy leadership and to the coordination of international agencies to ensure effective and timely response to crisis. Most importantly, UNDP works for long-term, sustainable recovery from crisis, taking into account the economics, infrastructure and political and social climate needed to keep countries on track.

GENDER AND CRISIS

In 2009, UNDP made significant efforts to ensure the protection of women and to enhance their contributions to crisis prevention, peacebuilding and recovery. UNDP paid increased attention in particular to addressing sexual violence in conflict and post-conflict settings, in response to UN Security Council Resolution 1820 (2008).

ating procedure for early warning systems. Indonesia also took the lead in testing this preliminary procedure, which involved the participation of 18 Indian Ocean countries and coastal communities in a successful drill of the system.

Mexico has weathered a series of very destructive hurricanes along its southern coasts over the past decade, making a comprehensive disaster plan for an already vulnerable population critical. Storms, cold fronts and fires have taken their toll as well. UNDP's long-term disaster risk programme there, in partnership with national and local government, has been adopted by seven states in Mexico's south-east region. UNDP provides training to local communities and organizations in identifying risks, and then preparing for them. The programme focuses particularly on taking into account gender equality and intercultural factors that often require carefully tailored plans. Looking forward to 2010 and beyond, UNDP plans to bring the programme not only to additional Mexican states but also to other countries in the region.

RECOVERING FROM CONFLICT

In May 2009, the cessation of a three-decade civil war in **Sri Lanka** also brought with it the internal displacement of almost 300,000 people. UNDP worked closely with the Government to provide legal identification documents to over 29,000 people who had lost their original documents in the conflict or no longer had access to them.

As a result, key issues of internally displaced people were better addressed. UNDP also expanded its demining activities in the north, allowing for the return of nearly two thirds of the displaced populations by mid-March 2010. Furthermore, UNDP provided 2,000 people from 56 affected villages with start-up grants to help them develop new livelihoods.

With an expanded presence in **Iraq**, UNDP is well positioned to help the State and the population to rebuild their country and their lives, according to their own priorities and needs for long-term development recovery. In 2009, Iraq reached a number of critical milestones in its quest to establish a strong democracy, including holding provincial elections across much of the country that, in turn, paved the way for parliamentary

elections in 2010. UNDP worked closely with Iraq's Independent High Electoral Commission, providing guidance on establishing standard procedures for polling, and creating — together with the UN Office for Project Services (UNOPS) — a long-term programme dedicated to developing the Commission's managerial skills and organizational and strategic planning know-how.



Government working groups plan the national budget in Southern Sudan with UNDP support.

Iraq's 2009 provincial elections were noted for the Commission's innovative public outreach campaign, which used new media tools like blogs, instant messages and YouTube. The 2010 election was also a milestone because it demonstrated the Commission's ability to run elections independently.

UNDP has over 50 years of experience working with the people of **Afghanistan**, through crisis and peace. During the last eight years, UNDP has been centrally involved in the international community's response to the ongoing crisis in the country. Today, UNDP's programme in Afghanistan is its largest, with some 22 UN Member States entrusting UNDP with resources, out of which \$557 million was delivered in 2009 to bolster Afghanistan's capacity to provide for its people. These efforts ranged from stabilization and peace-building to strengthening democratic governance, reducing poverty, natural resource management and disaster risk reduction.

An independent 2009 assessment exercise of development results found that UNDP has contributed to most of the major achievements of the peace process in Afghanistan since 2002. In 2009, UNDP focused on areas essential for stability and security in a highly

complex and insecure environment. Due in part to UNDP's work on the rule of law, police across the country were paid in a regular and timely manner, with 99.7 percent of police personnel now covered by an electronic payroll system. Close to 900 women were recruited into the police force, 700 illegally armed groups were voluntarily disbanded and close to 50,000 illegal weapons were collected.

UNDP's work in the **occupied Palestinian territory** is aimed at reducing poverty and rebuilding livelihoods. Immediately following the December 2008 escalation of violence in Gaza, UNDP worked with the Palestinian Authority and national and international partners, in the assessment of damages and immediate needs as well as the development of rebuilding plans. In 2009, UNDP

Demobilizing combatants and reintegrating them back into society is a critical part of **Sudan's** 2005 Comprehensive Peace Agreement, ending the civil war in Southern Sudan and marking the end of Africa's longest civil war. As of August 2009, the Disarmament, Demobilization and Reintegration Programme in Sudan had resulted in the demobilization of over 12,000 ex-combatants in the South, including 2,000 women. UNDP provided the technical and financial support needed in the reintegration phase of the Government-led programme.

Participants receive short-term assistance, including items like clothing, mosquito nets, cash payments and family food rations. They are also given counselling on possible livelihood options to help with the reintegration process. For example, participants can choose to become a farmer, small business owner or mechanic; they then receive vocational training, the necessary materials and equipment to begin their new livelihoods and ongoing advisory services as they begin their new lives.

UNDP SUPPORT TO CRISIS PREVENTION AND RECOVERY

Countries receiving UNDP support in 2009	87
Number of crisis and post-crisis countries where UNDP worked to strengthen rule of law in 2009	20
Percentage of Myanmar households affected by Cyclone Nargis that consider themselves "noticeably improved" following UNDP's early recovery work	71%

oversaw the disbursement of emergency cash assistance packages to 8,700 families whose houses were damaged or destroyed, the launch of an \$8 million programme to assist farmers whose farms sustained serious damage and the removal of more than 90,000 tonnes of concrete rubble from houses and public buildings.

DISARMAMENT, DEMOBILIZATION AND REINTEGRATION

The disarmament, demobilization and reintegration of former combatants is a critical component of post-conflict recovery, contributing to security and stability so that recovery and development can begin. It also prevents a return to violence. Effective, lasting peace-building cannot happen until ex-combatants and their communities have experienced economic and social reintegration. In 2009, UNDP supported 8,000 ex-combatants in the **Central African Republic**; 60,000 in **Colombia**; 800 in **Comoros**; 1,800 in **Kosovo**; 15,000 in **Nepal**; and 15,000 in **Sri Lanka**.

SMALL ARMS, ARMED VIOLENCE AND MINE ACTION

The availability of small arms in contexts of growing socio-economic inequalities, rapid urbanization, unemployment and breakdowns in the rule of law increases the likelihood of armed violence and organized crime in both conflict and non-conflict settings.

Tens of thousands of small arms and light weapons and thousands of tonnes of ammunition have been collected and destroyed globally as a result of UNDP's work (see *Up Close: Croatia*, page 26). In **Bosnia and Herzegovina**, 95,000 weapons and 5,000 tonnes of ammunition were destroyed as a result of UNDP efforts. These initiatives have been complemented by efforts to strengthen national policies and laws on controlling weapons, as well as reducing the demand for weapons through the development of community safety plans.

With over 1 million people — 80 percent of them civilians — killed or injured by landmines in the past 30 years, often long after a conflict has subsided, UNDP believes that clearing mines is necessary for affected countries to achieve economic and social stability.

More than a decade after the 1999 Kosovo conflict left behind a trail of mines and unex-

ploded ordnance along **Albania's** northern border, the country was declared officially mine-free in 2009, thanks to a joint UNDP and Government demining programme that also provides ongoing assistance to mine victims. The programme cleared 12,000 anti-personnel mines, 152 anti-tank mines and 5,000 rounds of ammunition and unexploded bombs in north-eastern Albania. Such efforts have helped to end accidents due to unexploded mines.

RULE OF LAW, JUSTICE AND SECURITY

During armed conflict, rule of law is replaced by 'rule of force.' Injustice, insecurity and violations of international and domestic law dominate the lives of millions of people, many forced to flee their homes and communities. In the absence of the rule of law, no one can recover from war and no post-conflict society can be rebuilt. UNDP's work in strengthening the rule of law in over 20 crisis and post-crisis countries continued to expand and deepen in 2009.

UNDP supported the training of 5,400 law enforcement and justice providers in 17 countries in 2009. In **DRC**, where rape is endemic, five new legal aid clinics were established for women with UNDP support. Legal aid and access to justice reached thousands of displaced and war-affected people in countries like **Chad, Nepal, Sierra Leone** and **Somalia**. Women who survived rape were able to reclaim their rights and dignity in courts of law in **Chad, DRC, Kosovo, Sierra Leone** and **Sudan**. Community policing brought a sense of security to exposed communities in **Liberia, Somalia, Sri Lanka** and **Sudan**.

RECOVERING FROM NATURAL DISASTER

In September and October of 2009, 10 countries in the Asia-Pacific region were struck by a series of disasters, including a tsunami, an earthquake, typhoons and flooding, resulting in a serious loss of life and livelihoods in countries ranging from **India** to **Samoa**. The Asia-Pacific region is subjected to over 70 percent of the world's natural disasters in any given year. UNDP played a key role in relief and early recovery planning, including the coordination and delivery of international assistance, in all of the affected countries.

12,452

Number of anti-personnel mines that a UNDP programme cleared from north-eastern Albania; UNDP also cleared 152 anti-tank mines and 4,965 rounds of ammunition and unexploded bombs.

In Samoa, in response to a tsunami that killed 100 people and caused over \$100 million in damage, UNDP led the early-recovery response, coordinating the efforts of over 60 humanitarian agencies and organizations. As a result, assistance to the Samoan Government and people was targeted and timely. Humanitarian and government partners finalized an early-recovery national plan within 10 days of the tsunami, the Prime Minister endorsed it and it received all the resources needed to cover its \$100 million price tag.

UNDP's success in leading recovery efforts that focus on rehabilitation and long-term development is evidenced in its work in **Myanmar** and the country's ongoing response to the devastation caused by Cyclone Nargis in 2008. A recent impact study of UNDP's early recovery programme has found that 71 percent of affected households consider their lives to be "noticeably improved"; more than 60 percent of people engaged in the fishing industry, which was completely destroyed, have fully recovered their livelihoods; and more than 75,000 households were able to restart agriculture, fishing or trading activities after receiving small loans.

UNDP has also helped more than 500 villages to establish disaster-management committees, which, in turn, have developed disaster-management plans that focus on reducing risk, mitigating impact and improving disaster response. Finally, an ongoing UNDP microfinance initiative has written off nearly \$3 million in outstanding loans for households that were hit hard by the cyclone. It has also restarted loan activities. As a result, the programme has restored \$1.3 million to more than 76,000 people living in 1,060 villages that suffered some of the worst effects of the cyclone. ●

UP CLOSE: CROATIA

CONTROLLING ARMS, PREVENTING VIOLENCE

CROATIA FACTS

97,012 people in
Croatia are refugees
98.7% literacy rate
22% women in
Parliament

Of 49 major conflicts in the 1990s, 47 were waged with small arms as the weapons of choice. Small arms have been responsible for, on average, over a quarter of a million deaths per year, with an ever-increasing number taking place in non-conflict settings.

Years of full-scale conflict in Croatia dating as far back as World War II and as recently as the 1990s have left behind a dangerous legacy, including the widespread, illegal possession of weapons. As a result, parts of Croatia are experiencing rising levels of armed violence and crime, putting human development gains at risk in a country still scarred by the effects of war. Indeed, armed violence in Croatia has risen over the past six years, and the great majority of the public believes their communities are less safe now than they were 20 years ago.

The continuing availability of firearms means that disputes can rapidly escalate into armed incidents. Between September 2007 and the end of 2009, an arms collection campaign organized by UNDP and the Ministry of the Interior resulted in the collection of more than 39,000 firearms, mines and other explosive weapons; one million pieces of ammunition; and over 1,000 kilogrammes of explosives. During the initial nine months of the campaign alone, more than 16,000 weapons were voluntarily surrendered.

UNDP designed the arms collection campaign by drawing on best practices from collection programmes in the region and from around the world but the approach was tailored to the distinct needs of Croatia. In addition to the voluntary collection of arms, the programme also conducted evidence-based improvement of the Croatian police force and provided an analysis of armed violence and crime in Croatian society. Finally, UNDP assisted the Government in the destruction and recycling of surplus weapons.

The arms collection campaign mobilized a number of public figures, including athletes, musicians and artists to participate in awareness-raising activities. A famous Croatian pop group produced a song about the campaign. At the same time, both local and national media actively covered the campaign and broadcast public service announcements on television and radio for free. A free telephone hotline was established providing information on the surrender. From the beginning, public messaging stressed that weapon owners were surrendering their arms to contribute to economic development, human security and to protect their families from accidents.

In 2009, UNDP focused on raising awareness of the dangers of illegal firearms in regions of Croatia that were heavily affected by the 1990s war. The regions are experiencing rising levels of armed violence and are still experiencing acute pressures as they transition to a post-conflict society. The campaign is continuing in these places through 2011, and is relying heavily on support from war veteran associations, women and youth NGOs, representing the three groups most affected by the rise in armed violence. In September 2009, the Government adopted a new weapons control strategy specifying the arms collection campaign initiated by UNDP and the Ministry of the Interior as a main tool for going forward.



Croatian police officers explain voluntary weapons surrender, part of a UNDP-supported awareness campaign.

ENVIRONMENT AND SUSTAINABLE DEVELOPMENT

ADAPTING TO A NEW REALITY

The demand for environmental resources, especially water, food and fuel, has exploded as populations and rate of consumption increase dramatically. Between 1960 and 1999 alone, the world population doubled from 3 billion to 6 billion people. As a result, the *Millennium Ecosystem Assessment*, a UN report commissioned in 2000, concluded that our ecosystems have been altered “more rapidly and extensively” during the past 50 years than at any time in the history of our planet.

Meanwhile, the window for climate change action is quickly closing. UNDP’s *Human Development Report 2007/2008* estimates that stabilizing greenhouse gas concentrations in the atmosphere at a level that

ing poverty reduction, disaster risk reduction, energy efficiency and natural resource management.

ENERGY EFFICIENCY AND PROVIDING FOR A LOW CARBON FUTURE

UNDP believes that working with countries to reduce their carbon emissions in a pro-poor context is an essential component to finding a solution. UNDP promotes a number of low-carbon strategies, from supporting the market transformation of energy-efficient appliances to helping countries remove barriers to developing markets for renewable energies. UNDP also promotes a long-term shift toward low-emission and sustainable forms of transportation.

As a result, in 2009 alone, 59 UNDP projects, funded by the Global Environment Facility (GEF), enabled 44 countries to avoid emitting approximately 26 million tonnes of CO₂. Together with UNDP’s Montreal Protocol programme, the UN’s MDG Carbon Facility played a lead role in developing innovative carbon finance solutions in Latin America and Africa related to the Montreal Protocol (See *Up Close: Brazil*, page 32). The Carbon Facility has also put in place a diverse project portfolio, including six projects that are forecast to generate 9.4 million carbon credits for the participating countries, representing \$140 million in foreign direct investment.

With UNDP’s support, 32 provincial governments in **China** are undertaking groundbreaking work in exploring and testing new institutional arrangements in response to climate change. In particular, the programme is strengthening the ability of provincial governments to implement national climate change policies. By the end of 2009, 18 provincial and regional governments had endorsed and initiated provincial climate change programmes and 13 had established climate change divisions within their administration.

In **Thailand**, UNDP, with funding from GEF and in partnership with the Government,

would prevent catastrophic climate change will require a 50 percent reduction in greenhouse emissions by 2050 from 1990 levels. Another 10 years of greenhouse emissions at the current rate could lock the world into catastrophic and irreversible climate transformations.

UNDP views climate change as not only a critical environmental challenge but also as a serious challenge to development for all countries. The ability of people and societies to plan for, adapt to and deal with the potential risks of climate change varies significantly worldwide. UNDP is the leader in assisting countries to manage their response to climate change across a number of sectors, includ-

UNDP SUPPORT TO ENVIRONMENT AND SUSTAINABLE DEVELOPMENT

Countries receiving UNDP support in 2009	125
Percentage of countries that are strongly in favour of UNDP’s contribution to this area (source: 2009 UNDP Partners Survey)	93%
Amount spent in strengthening the ability of local institutions to manage the environment and to provide environmental and energy services, especially to the poor	\$139 million
Tonnes of CO ₂ and ozone-depleting substance emissions that have been avoided as a result of UNDP’s work	2.7 billion

helped to finance the construction of two pilot biomass power plants. The pilot programme was able to show that operating these environmentally friendly plants could be profitable, encouraging private companies across the country to begin operating their own. UNDP also provided funding for a Ministry of Energy-affiliated centre – called the Biomass One-Stop Clearing House – offering policy and technical advice. This centre has been instrumental in accelerating the replication of biomass power plants across the country over the past five years.

Today, there are more than 180 renewable energy power plants in Thailand, a construction boom that came about thanks in part to the pilot plants and the biomass policy centre. By the programme's conclusion in 2009, Thailand had the ability to produce 1,252 megawatts of renewable energy. This is an almost fourfold increase from 1999 and equivalent to 21 percent of the power provided by the country's largest energy provider.

The cumulative global warming potential that has been avoided as a result of UNDP's work on ozone-depleting substances around the world represents 2.7 billion tonnes of CO₂. As of 1 January 2010, **Nigeria** completely stopped importing chlorofluorocarbons (CFCs), a common ozone-depleting greenhouse gas that also contributes to climate change. UNDP and the Ministry of Environment collaborated in training officials from the national customs services and other chemical enforcement officers in order to eliminate the importation of CFC-based materials and to convert existing refrigerators that run on CFC into ones that run on ozone-friendly gases.

New types of policies, partnerships and instruments are needed to scale up present climate-change efforts. For example, almost all adaptation policies and 50 to 80 percent of greenhouse gas emission reduction decisions are taken by the local and regional authorities that often regulate carbon-intensive industries, including energy utilities and public transportation systems. They are also in charge of long-term planning and development. Therefore regional executive authorities are natural partners in planning and implementing effective responses to climate change challenges.

Based on requests from governments, in 2009, UNDP initiated a programme called the Territorial Approach to Climate Change. It is designed to strengthen the ability of sub-national and national governments to alter their path toward a low-carbon future through a mix of policies, skills and incentives. The goal is to influence the behaviour of institutions



and people and to encourage investments in climate-friendly businesses and activities. Initial activities have begun at the subnational level in countries including **Albania, Algeria, Colombia, Ethiopia, Morocco, Nigeria, Peru, Senegal, Uganda** and **Uruguay**.

ADAPTING TO THE EFFECTS OF CLIMATE CHANGE

A large part of UNDP's efforts in climate change is focused on helping vulnerable people and countries adapt to the realities of climate change, from the poor farmer who wants to grow more resilient crops to the family whose home has just been destroyed by a flood. Indeed, least-developed and low-income countries in particular require significant financing options, above and beyond existing ODA, to meet the costs of adapting to climate change.

Half of the 8 million people who live in the Pacific island region live within 1.5 kilometres of the shoreline, making it especially vulnerable to the effects of climate change. Over the last five years, UNDP has leveraged more than \$90 million to support adaptation initiatives in the Pacific. Results include the preparation of National Adaptation Programmes

A family using solar energy in Mongolia. A joint UNDP-GEF programme is bringing electricity to the nomadic peoples of this remote region.

of Action in five Pacific countries, including **Kiribati, Samoa, Solomon Islands, Tuvalu and Vanuatu**. These national studies use empirical, scientific evidence to determine what countries must do to reduce their vulnerability or increase their ability to adapt in the face of ongoing climate change effects. With these plans in hand, governments are able to determine concrete adaptation projects and organize donor assistance.

ing with the small farmers and pastoralists of **Niger's** drylands where increasing droughts and floods threaten to destroy the delicate ecosystem. Projects include reducing erosion around increasingly fragile water sources, experimenting with quickly maturing crop seeds and establishing seed banks that will help the country's farmers to even out their production despite an increasingly variable ecosystem. The Niger projects form part of a \$4.5 million programme supporting community-driven projects across 10 pilot countries between now and 2012.

85,200,000

Number of hectares of land in 453 protected areas around the world in which UNDP promoted sustainable tourism and the sustainable harvest of natural resources in 2009. An additional 197 protected areas, covering 4.2 million hectares, are in the process of being established.

In addition, UNDP is pursuing adaptation programmes in Africa, where countries may be least responsible for climate change but stand to suffer greatly from its consequences. In 2009, 20 African countries began work with UNDP to address the anticipated impacts of climate change, including 17 least developed countries (LDCs) that have successfully prepared their own National Adaptation Programmes of Action with UNDP's support.

Through its community-based adaptation programme, UNDP and its partners are work-

PROTECTING BIODIVERSITY

The deterioration of ecosystems damages not just the global environment but it also destroys the livelihoods and security of those who depend on them, many of whom are the poorest and most vulnerable. Today, for example, 25 countries have virtually no forest cover at all; another 29 countries have less than 10 percent of their forest cover remaining; and 20 percent of all coral reefs have disappeared, disrupting important fisheries and exposing coastal zones, islands and the people who depend on them to increased erosion and flooding.

UNDP is committed to working with countries in the development of national biodiversity protection plans that take into account the livelihoods of the people who live within

Barriers installed in Uzbekistan as part of an anti-desertification effort funded by UNDP, GEF and the Government.





UNDP and expert teams work to rehabilitate the ecosystem of the Prespa Lakes Basin, an area shared by Albania, Greece, and The Former Yugoslav Republic of Macedonia.

threatened ecosystems. In **Mongolia**, UNDP and the Ministry of Nature, Environment and Tourism is working with herders in the Altai-Sayan Mountain region in the conservation of the natural resources upon which their livelihoods depend. Working with 80 community-based herder groups, the programme trains them in social mobilization and advocacy methods to bring about community-based conservation.

By the end of 2009, 45 government-registered herder groups had taken over the management of 376,500 hectares of threatened lands, where they conduct monitoring and conservation activities. As a result, the population of argali sheep and ibex goat has increased. The programme also provides income-generation activities by training farmers in the processing of wool products. In early 2010, large parts of Mongolia were struck by an extremely high level of snowfall that killed millions of heads of livestock. However, the Altai-Sayan programme's focus on both improved pasture management as well as alternative livelihoods helped to buffer herders in the region from the snow's worst effects.

UNDP, in partnership with GEF, has assisted the Government of **Kazakhstan** in improving its regulatory framework for managing the use of its precious, and threatened, wetlands. As a result, a 2006 law was passed by the Government, along with a 2009 amendment to the country's Water Code, detailing the preservation and management of this water-scarce country's network of wetlands, crucial for animal and plant biodiversity. Their water overuse for agricultural and recreational purposes, however, has led to the destabilization of the country's environmental system. In 2009, the Government expanded an existing wetlands reserve and set aside 111,500 hectares for the newly-established Akzhaiyk State Nature Reserve. ●

UP CLOSE: BRAZIL

ELIMINATING CFCs

BRAZIL FACTS

1.87 tonnes of CO₂
emissions per capita

90% literacy rate

1,444 protected areas

Indiai lives in a small house with her family of five in a poor neighbourhood in the city of Sao Goncalo, Brazil. Like many low-income people in Brazil, the refrigerator she scraped together money to buy over a decade ago is now not only old, but also, because it is not energy efficient, a serious financial burden.

Indiai cannot afford to buy a new refrigerator, so she was selected to participate in an energy efficiency programme by her utility company, AMPLA. One afternoon in August 2009, Indiai received a surprise delivery of a new, energy-efficient refrigerator. The truck not only dropped off the new appliance, but took away her old one.

The old refrigerator would usually be brought to a local dump, where the chlorofluorocarbon (CFC) gas contained in its insulating foam and compressor would leak into the atmosphere, adding to Brazil's environmental burden. These gases contribute to the depletion of the ozone layer and cause global warming. In fact, one ton of CFC can warm the atmosphere 10,000 times more than one ton of CO₂.

However, Indiai's old refrigerator was brought to a CFC-extraction workshop, the first of several stops it would make in order to strip it of all CFCs and then safely dispose of its carcass.

This successful overlap between poverty reduction, greenhouse gas elimination and the green economy — the step-by-step disposal of Indiai's old refrigerator is part of a new, growing industry in Brazil — is the culmination of a two-decade partnership between UNDP and the Government of Brazil. That partnership began in 1987 with the Montreal Protocol, an international treaty calling for the elimination of ozone-destroying gases that was signed and ratified by 196 nations. With the financial support of the Multilateral Fund for the Implementation of the Montreal Protocol, GEF and a variety of donors, UNDP has

been assisting countries as they work to comply with the Protocol's control measures for the past 20 years.

UNDP has been managing a global programme of over \$500 million that provides financial and technical assistance to more than 100 countries, enabling them to phase out the use of ozone-depleting substances in everything from refrigerators and air conditioners to aerosol containers and crop fumigators. Working with a broad range of partners, including government, industry, academia and civil society, UNDP's Montreal Protocol programme has eliminated over 63,000 metric tonnes of ozone-depleting gases from the earth's atmosphere.

As a result of UNDP's efforts in Brazil — in partnership with the Government and the private sector — more than 10,000 metric tonnes of ozone-depleting substances have been completely phased out, putting Brazil three years ahead of the Protocol's schedule. UNDP helped Brazil mobilize resources from international finance mechanisms like the Multilateral Fund and GEF; it also assembled a team of scientists, engineers and ozone and climate change experts to initiate and sustain this effort.

Today, the production, import and use of CFCs in the manufacturing of new refrigeration equipment in Brazil has come to an end. Nevertheless, there are still an estimated 11 million old refrigeration units in Brazil containing CFCs, representing a global warming potential equivalent to 33 million tonnes of CO₂ should they be allowed to leak into the atmosphere. UNDP is now working closely with the Government and private and public partners on a nationwide initiative to ensure the safe extraction and destruction of CFCs from old appliances.

When, in 2000, Brazil passed a law requiring power distributors to increase energy efficiency in poor households, power companies such as AMPLA realized

A resident of Brazil's Saracuruna district receives a new CFC-free refrigerator as part of a private-sector energy efficiency programme.



that replacing old, inefficient refrigerators with new, CFC-free units would generate energy savings and ensure that low-income customers would be able to pay their electricity bills. UNDP helps private companies locate innovative finance solutions to pay for the proper management and disposal of CFCs from old appliances including the refrigerators being collected through this programme. For example, UNDP supplies the necessary equipment, including special recovery toolkits, to the dismantling shop that received Indiai's old refrigerator. UNDP also provides training so that workers can safely handle and extract CFCs from the refrigerator's compressor.

As a result of the partnerships being brokered through UNDP's efforts to elimi-

nate CFC consumption in Brazil, a new, greener economy is being developed that takes advantage of opportunities like carbon financing. That economy is part of a chain that begins with energy efficient, CFC-free refrigerators for people like Indiai and her family, and ends with the total elimination of CFC emissions in Brazil.

UNDP AND THE UN SYSTEM

FOCUSING ON DEVELOPMENT

The global economic crisis continues to take its toll on many countries' progress toward achieving the MDGs, making it more urgent than ever for the UN development system to effectively deliver for the world's poor and vulnerable. With the final countdown



UNDP Administrator Helen Clark addresses the UN's International Donors' Conference Toward a New Future for Haiti.

toward 2015 counterbalanced by the losses and setbacks set in motion by the economic crisis, there is an added urgency for the UN development system to bring together its numerous mandates, experiences, knowledge and resources to support the priorities of national government and civil society partners. Indeed, the UN development system must focus on increasing its impact at the country level and supporting national efforts aimed at ensuring the effects of the global crises do not reverse development gains made in past years.

UNDP plays a dual role in programme countries, both as a development partner and as manager of the Resident Coordinator system, as mandated by the UN General Assembly. In this context, the Resident Coordinator is the leader of the UN Country Team and as such plays a central role at the country level in making possible the coordination of UN operational activities for development.

In 2009, the Resident Coordinators and UN Country Teams worked to position more

strategically the UN's development assistance to focus first and foremost on concerted action toward MDG achievement as part of national development plans, and on addressing the central development challenge of climate change. Resident Coordinators and UN country teams have also engaged with national partners to reposition the UN's development response when strategic challenges have required urgent attention, such as the financial crisis and deceleration in MDG achievement.

Progress in the UN development system's efforts to achieve greater coherence and effectiveness has been most visible through the eight *Delivering as One* country pilots that were launched by governments, with the UN, in January 2007: **Albania, Cape Verde, Mozambique, Pakistan, Rwanda, Tanzania, Uruguay and Viet Nam**. Since then, the UN Country Teams have been working closely with government and development partners in the pilot countries to strengthen the UN's contribution towards national development agendas, including aid effectiveness.

Preliminary indications continue to highlight that as a result of the *Delivering as One* approach, the UN's development programming is more closely and strategically aligned with national priorities and placed squarely within already established national institutions and systems. UN development funds are allocated transparently according to national priorities and through a single fund. Finally, UN organizations are required to truly act as 'one' in these eight countries, meaning that joint programming combined with a harmonized approach to business operations results in an efficient and effective country-level UN development programme.

Indeed, the government representatives of these eight pilot countries are reaffirming the effectiveness of the *Delivering as One* approach. During an intergovernmental meeting in Rwanda in October 2009, they stated there is "no going back to doing business in the manner prior to the *Delivering as One* ini-

tiative, which has allowed the UN to become a more effective development partner.”

In 2009, seven out of the eight pilot countries began to conduct country-led evaluations of the *Delivering as One* programme. Already, an increasing number of governments are taking notice of the lessons and

experiences emerging from the *Delivering as One* pilot countries, and are requesting the UN country teams in their countries to take on board some of the *One UN* approaches that *Delivering as One* can provide. An independent evaluation of the pilot country experience will be conducted in 2010-2011 as a

UPDATE ON MULTI-DONOR TRUST FUNDS

As part of the broad UN efforts to enhance UN system-wide coherence, UNDP experienced a further growth in the number and diversity of multi-donor trust funds (MDTFs) it administers. In 2009, UNDP took on the administrative agent functions for seven new funds, including five *Delivering as One* funds initiated by countries on their own, as well as for the **DRC** Recovery and Stabilization Fund. UNDP is also now serving as a fund manager for the expanded *Delivering as One* funding window, an innovative global facility set up to financially support the *Delivering as One* funds. Overall, UNDP’s fund portfolio continues to reflect a diverse mix of country-specific and global multi-donor trust funds, with donor

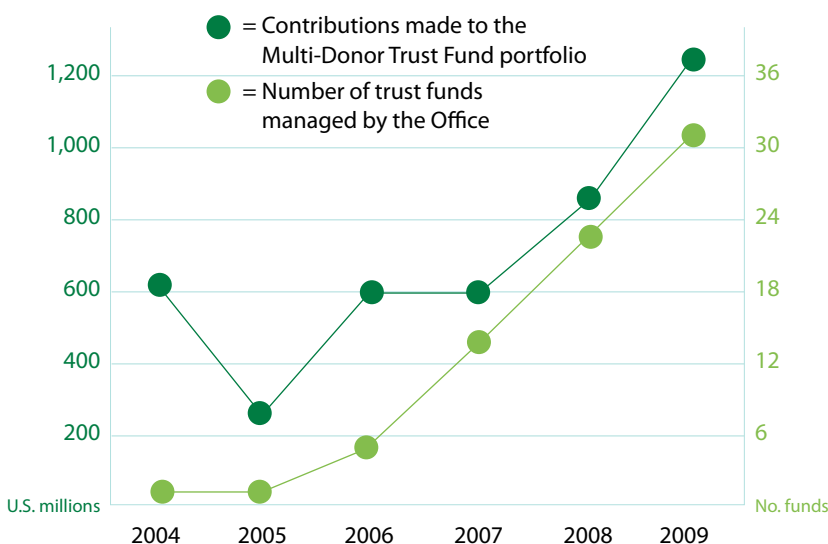
introduced new tools for management of the funds, streamlined its business processes and has achieved overall efficiency gains.

Key 2009 results included:

- Over \$1.2 billion in new donor contributions were received, bringing the total deposited contributions to \$4.2 billion for the period 2004-2009;
- \$756 million was transferred to 29 participating UN organizations;
- Separation of responsibilities between UNDP’s role as the administrative agent of the funds and UNDP’s role as a recipient of fund money was strengthened through a number of measures, including opening a new bank account to manage, track and audit fund accounts separately from UNDP accounts; and,
- The Multi-Donor Trust Fund Office Gateway was developed. The Gateway is an online application accessible by anyone that provides both up-to-date information on the different Funds as well as real-time financial data pertaining to receipts, transfers of contributions and permits, significantly streamlining reporting on programmatic and financial results. The Gateway, the first of its kind within the UN system, also provides participating UN organizations, donors and governments with easy access to programme documentation and knowledge products online.

The significant 2009 results have laid a strong foundation for further use of multi-donor trust funds as an important pooled funding mechanism that enables the UN to channel donor funding towards its strategic priorities at both the global and country level, while ensuring the highest levels of accountability and transparency.

GROWTH OF MDTFS AND ANNUAL DONOR CONTRIBUTIONS



Source: Multi-Donor Trust Fund Office/UNDP

contributions evenly spread out over funds operating in humanitarian, post-conflict/transition and development contexts.

To strengthen further the accountability and transparency, and improve the quality of fund management services as the *de facto* administrative agent of the UN system, UNDP

means to provide more concrete findings on the successes and challenges of a delivering-as-one approach.

While the *Delivering as One* experience has worked to strengthen UN coherence at the country level, the UN Member States are also engaged in discussions through the General Assembly on how the UN can become a more effective, coherent and efficient partner in supporting national governments to respond to their national development priori-

ties, including addressing the numerous challenges that exist in today's global context.

For example, in September 2009 the General Assembly passed a resolution for the creation of a new umbrella organization on gender that will incorporate all the UN's agencies that focus on this vital development issue. Once established, it will provide a more powerful voice for women and girls at the global, regional and country levels. ●

UNV: PEACE AND DEVELOPMENT THROUGH VOLUNTEERISM

The UN Volunteers (UNV) programme, administered by UNDP, promotes volunteerism for peace and development. Volunteerism is an expression of our common humanity and builds mutual respect, understanding, trust, solidarity and reciprocity. In 2009, UNV engaged more than 7,500 UNV volunteers from 160 countries. Of these, 2,700 UNV volunteers worked through UNDP to help countries achieve the MDGs, enhance South-South cooperation, promote gender equity and build national capacities. The UNV Online Volunteering Service also supported development organizations through 9,000 online volunteers.

UNV volunteers comprise 30 percent of the UN's international civilian peacekeeping personnel, and provide services ranging from staff counselling to rebuilding infrastructure in the wake of civil strife and natural disasters. For example, UNV volunteers have been serving in Haiti, both before and after the 12 January 2010 earthquake, where they are supporting the UN Stabilization Mission (MINUSTAH), UNDP and other UN agencies in civil affairs, capacity building, violence reduction and electoral support.

More than 1,000 UNV volunteers supported Office of the UN High Commissioner for Refugees (UNHCR) humanitarian operations in 74 countries in 2009. In **Chad**, for example, 40 UNV volunteers provided critical health and nutrition services to 500,000 internally displaced persons and refugees, particularly mothers and children, from the **Central African Republic** and the Darfur region of **Sudan**.

UNV partners with UNDP, the Joint UN Programme on HIV/AIDS (UNAIDS) and national health institutions to enhance service delivery and access to services, reduce child and maternal mortality and combat HIV and AIDS. In 2009, about 850 UNV volunteers served in the health sector, including in **Malawi, Papua New Guinea, Tanzania, Trinidad and Tobago** and **Zambia**.

In cooperation with UNDP and GEF, UNV volunteers placed with the Community-Based Adaptation programme are enabling communities in pilot countries such as **Bolivia, Jamaica, Guatemala, Morocco, Namibia, Niger** and **Samoa** to develop their own solutions to the challenges of climate change.

Through the Volunteering for Our Planet campaign for International Volunteer Day on 5 December, UNV mobilized grassroots environmental action. In the two-month build-up to the UN Climate Change Conference in Copenhagen, people around the world volunteered more than 1.5 million hours via the campaign website, hosted in partnership with the UN Environment Programme. Individuals and organizations are now preparing for 2011, the 10th anniversary of the International Year of Volunteers.

The 2009/2010 period was particularly difficult for the UNV family. In October 2009, two volunteers working with UNDP's electoral support programme in **Afghanistan** were killed in an armed attack. Three UNV volunteers were lost in the devastating earthquake in **Haiti**. Their contributions to peace and development continue to inspire volunteers all over the world.

7,500

The number of volunteers working through UNV in 2009.

INSIDE UNDP

LIVING UP TO INTERNAL COMMITMENTS

MANAGING FOR RESULTS

Accountability has always been an important and firmly established guiding principle of UNDP's work. Since the approval of the UNDP Accountability Framework and Oversight Policy by the Executive Board of UNDP and UNFPA in 2008, the organization continues to ensure that accountability principles are in practice at all levels and in all offices across the world. Key initiatives in 2009 included the launch of an internal accountability website that provides easy-to-access resources and information on applying accountability and responsibility in the workplace, including training opportunities.

400%

The amount UNDP's volume of procurement transactions has increased in the past five years, leading UNDP to develop a new procurement strategy launched in 2009 to train and accredit its procurement staff.

A high-priority area of risk management concerns the safety and security of UNDP personnel and its programmes. By the end of 2009, 95 percent of UNDP Country Offices were compliant with the organization's security standards, an increase of over 10 percent from 2008. The security response to emergencies related to natural disasters was tested in **Myanmar** in 2008 and again in **Haiti** in 2010. UNDP deployed security advisers and provided emergency response equipment to staff in both places within 48 hours of the natural disasters that affected the two countries and the UNDP staff who were there to help them respond.

In 2009, UNDP also put in place improved measures to protect soft and intangible assets, including a large amount of data used for operations management and financial transactions. These include improvements in the governance and use of information and communications technology applications. For example, UNDP has migrated its main pro-

gramme for tracking operations and financial transactions to new and much more powerful central servers at the UN International Computing Centre in Geneva.

Accountable, professional and transparent procurement is essential for aid effectiveness and central to achievement of development results. UNDP's volume of procurement transactions has increased fourfold in the past five years, with the bulk of the increase resulting from complex transactions at the country level, such as providing personnel to staff voter registration programmes and hiring consultants to assist in demobilization and reintegration programmes for ex-combatants in countries recovering from conflict.

In response to this dramatic change, UNDP developed a new corporate procurement strategy that it launched in 2009. UNDP is now implementing an internationally accredited procurement certification programme to professionalize the competence of UNDP procurement staff. The certification programme offers training courses at both a certificate and a diploma level, and it is tailored to the procurement context of UN organizations, taking into account the specific legal, policy and procedural challenges unique to UN procurement.

UNDP's programme for the adoption of International Public Sector Accounting Standards (IPSAS) is well on track for its scheduled 2012 adoption. IPSAS will bring greater transparency to UNDP's financial reports, greater comparability with the reports of other UN organizations, better prediction of future asset and cash flow needs and greater support for results-based management. This past year has seen significant development in UNDP's new IPSAS-compliant financial policies, a system-wide analysis of organizational impact and the beginning of IPSAS training for staff.

HUMAN RESOURCES IN UNDP

Contractual Reform UNDP, together with other UN agencies, was required by the UN General Assembly to implement contractual reform. In July 2009, the Secretary-General issued a new set of staff rules governing all staff appointments. This represents the single largest change to UNDP's human resources governance in over 40 years. To manage this transition as smoothly as possible, UNDP worked diligently to keep staff informed every step of the way, including through newsletters, direct communications from senior management and online clinics that provided live, detailed explanations.

The contractual reform process is ongoing. A new recruitment and selection framework has been implemented and the UN, with contributions from all organizations and staff representatives, is working to complete a revised version of the staff rules based on feedback since 1 July 2009.

While it has been a period of major transition for staff and offices, the effort will result in a streamlined system of contracts that will support the delivery of UNDP's mandate in a coherent way, and harmonize the conditions of its staff with those of other UN colleagues.

Talent Sourcing As part of a comprehensive talent management initiative, UNDP has developed a new recruitment and selection strategy that, in the coming year, will focus on a more strategic way to locate and develop talented staff members to better meet UNDP's needs for a diverse talent pool that can grow with the organization over the years. As part of this initiative, UNDP is establishing candidate pools of rigorously pre-assessed staff members.

For the first time in its history, a woman is leading UNDP as Administrator. Additionally, in 2009 a woman was also appointed to the position of Associate Administrator. The latest gender parity data show that, while women comprise the majority of the workforce in junior posts, their presence tapers off in mid- and senior-level posts. Currently, women account for 35 percent of Resident Coordinators and 29 percent of Country Directors. UNDP is redoubling its efforts to find innovative solutions to address this gap, including prioritizing gender considerations



UNDP senior manager Bruno Lemarquis lends a hand at a Haiti cash-for-work programme in Carrefour-Feuille following the January 2010 earthquake.

as part of the candidate-pool concept.

In 2009, UNDP's Junior Professional Officers (JPOs) programme recorded an impressive increase of 29 percent from 2008, thus contributing to the talent pool for future generations of leaders. The JPO programme provides young professionals pursuing a career in development with critical hands-on experience in participating UN agencies, including UNDP and the funds that it manages.

UNDP continues to invest in its Leadership Development Programme, called LEAD, established as an entry point for talented young development professionals interested in a career with UNDP. The LEAD programme serves as a valuable talent pool of people to draw upon in order to replenish middle management positions in the short term and senior management positions in the long term. In 2009, UNDP saw its largest intake ever of LEAD participants, more than half of whom were women, and half from countries in the Global South.

UNDP is one of the few agencies in the UN system that already has a policy for the recruitment of persons with disabilities. In support of the implementation of the UN's Convention on the Rights of Persons with Disabilities, UNDP launched in 2009 a required online training programme to mainstream disability awareness and promote inclusive employment in the organization. The training programme is the first of its kind in the UN system, not only because of its content, but also because it has built-in accessibility features so people with visual, hearing, motor and cognitive impairments can take the training.

The important role of microcredit in the fight against poverty is well-recognized and documented. Microcredit enables poor people to increase their incomes and protect against setbacks. It empowers women in particular, who account for the majority of borrowers from many financing institutions.

Less known, but potentially as significant for reducing poverty, is the high demand amongst poor families for savings opportunities. Many poor households are in fact net savers seeking convenient and safe alterna-

Foundation, provides loans and grants on a competitive basis to microfinance providers that are based in developing countries, are pursuing savings-based approaches and have already established themselves as market leaders. MicroLead funding enables these established leaders to expand into underserved markets in LDCs, giving poor families convenient and reliable ways to keep their money safe. The savings, in turn, then become a new source of microfinance for larger communities.

MicroLead also has a special window for early support to post-conflict countries. By encouraging the entry of good practice providers into post-conflict countries as soon as key security conditions are met, MicroLead is helping to ensure that a vital component of early recovery — sustainable financial services — are available for poor families and small firms.

In its initial phase in 2008/2009, MicroLead awarded 12 competitive grants — eight of which went for operations in post-conflict countries — for a total of \$18.9 million. The recipient institutions will themselves bring over \$100 million of new capital into underserved markets, serving a total of 950,000 new depositors and 620,000 new borrowers by the end of 2013. Approximately six million people will benefit from the initial phase of MicroLead.

MicroLead is a good example of UNCDF providing 'catalytic capital.' UNCDF's initial \$6.6 million investment is projected to result in \$263 million in new loans in the hands of poor people by 2013, leveraging UNCDF's initial investment 40 times. UNCDF is currently exploring possibilities with partners for launching subsequent phases of MicroLead.

620,000

Projected number of new borrowers who will benefit from the UNCDF-supported MicroLead grants by 2013.

tives to keeping money outside of formal financial institutions, or investing in illiquid or inherently risky assets such as livestock. The demand for savings alternatives is particularly high amidst the uncertainty of crisis and post-conflict environments.

Basic savings accounts can meet the needs of poor families and enable households to plan for the future. Getting savings into formal financial systems means they can ultimately be used to fund microcredit activities, for the larger benefit of entire communities. Local funding also tends to be more stable than donor or capital market funding, and carries no foreign currency risk.

The UNDP-affiliated UNCDF is helping to bring a savings-based approach to underserved markets in LDCs via MicroLead, a new \$26 million South-South cooperation facility that became fully operational in 2009. MicroLead, which has received substantial funding from the Bill and Melinda Gates

New System of Administration of Justice

On 1 July 2009, the UN launched a new system for the administration of justice. An important aspect of the new system is the greater emphasis on informal resolution of disputes through an expanded and integrated Office of the UN Ombudsman and Mediation Services. The Office now has locations in both the UN's New York headquarters as well as in other

headquarters and field locations, making it much more accessible to staff. Furthermore, the new system includes two new tribunals, both of which are staffed with professional and independent judges. Throughout the year, UNDP has worked to prepare staff for the transition to the new system of justice, contributing to a seamless transition for UNDP. ●

UNDP RESOURCES

Voluntary contributions to UNDP's regular (core) resources reached \$1.01 billion in 2009 as compared to \$1.1 billion achieved in 2008. While most donor countries maintained their 2009 contributions at the same level as in 2008 and some donors were in a position to increase their contributions, contributions

in 2008. Voluntary contributions to UNDP's core resources remain hard to project and the impact of the global economic and financial crisis make projections harder than ever. Mobilizing an adequate, stable and predictable level of core resources remains a top priority for UNDP.

\$1,480,000,000

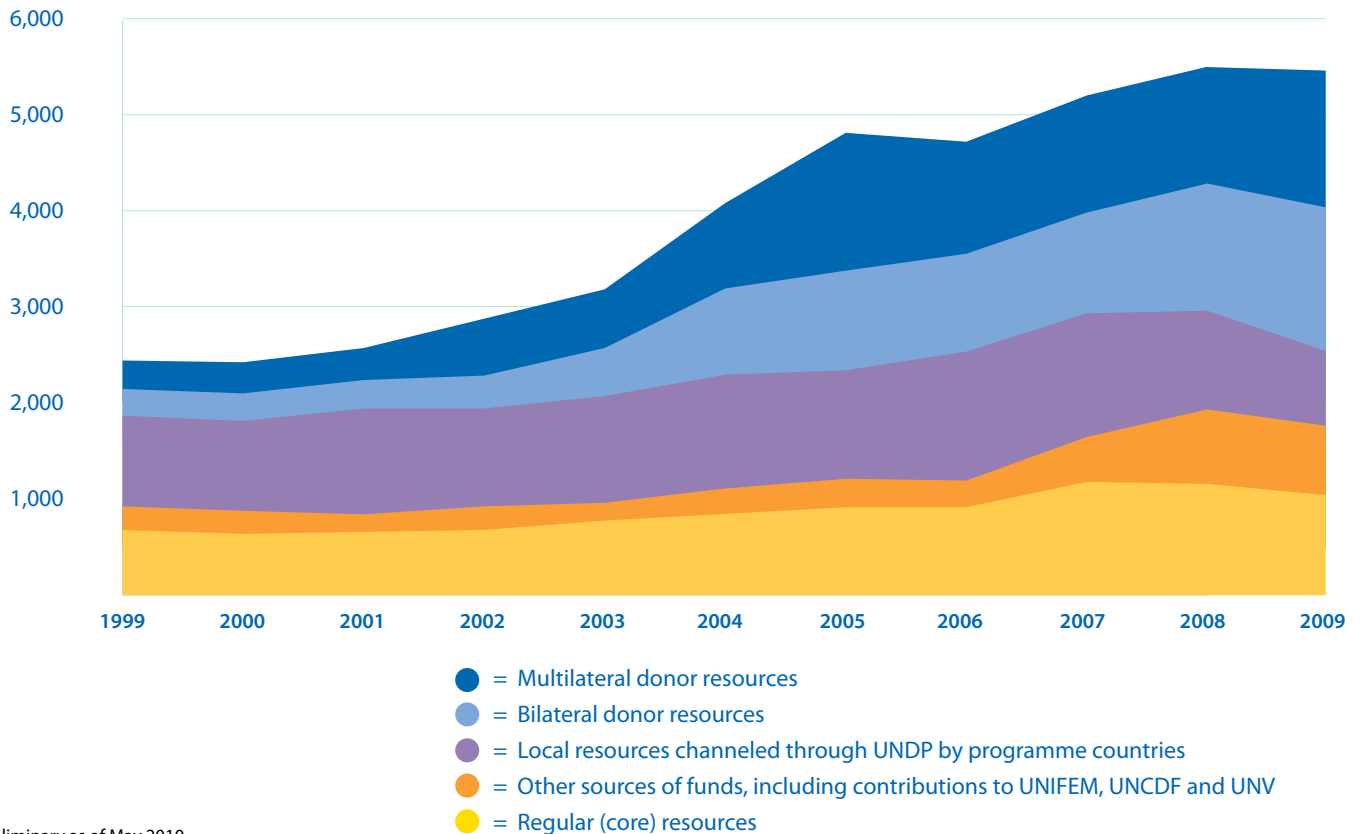
Amount entrusted to UNDP by multilateral partners and the European Commission in 2009, an almost 20 percent increase over 2008.

to core resources in 2009 did not reach the 2008 level due to reduced contributions in local currency terms by some donor countries and less favourable exchange rates than

Combined earmarked (non-core) contributions to UNDP in 2009 reached \$3.67 billion, the same high level as in 2008 and in previous years. UNDP continues to be called upon to support governments to obtain, direct and manage different types of funding in accordance with national priorities. Earmarked contributions from bilateral donors, mostly from Organisation for Economic Co-operation and Development/Development Assistance Committee member states, increased slightly from \$1.36 billion in 2008 to \$1.40 billion in 2009. Resources entrusted to UNDP by

CONTRIBUTIONS TO UNDP: 1999-2009

In millions of US dollars



Preliminary as of May 2010
Source: Partnerships Bureau/UNDP

GROSS INCOME RECEIVED IN 2009*

Ranked by top contributors to regular resources
In millions of US dollars

TOP DONORS	RESOURCES	
	Regular	Other
Norway	122.62	126.63
The Netherlands	122.45	132.90
United States	102.78	189.25
United Kingdom	93.41	188.28
Sweden	90.83	118.58
Japan	74.11	231.87
Spain	65.41	125.77
Denmark	54.95	38.93
Switzerland	53.95	17.63
Canada	47.62	71.49
Germany	38.92	63.30
France	31.97	4.71
Belgium	26.63	11.95
Finland	25.20	11.89
Australia	12.75	27.31
Ireland	11.61	2.21
Austria	6.41	2.01
Italy	5.58	20.96
India	4.48	1.60
New Zealand	4.44	5.57
Luxembourg	3.87	7.92
China	3.50	0.87
Republic of Korea	3.00	4.05
Saudi Arabia	2.00	1.00
Portugal	1.80	4.84

Preliminary as of 7 April 2010

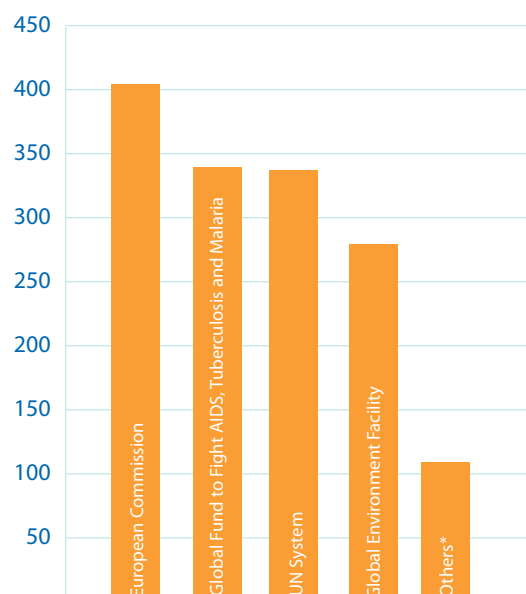
* All donors to regular resources contributing \$1 million or more
Source: Partnerships Bureau/UNDP

multilateral partners and the European Commission reached \$1.48 billion, which represents an increase of almost 20 percent over the \$1.24 billion achieved in 2008. Between 2008 and 2009, resources channelled through UNDP by programme country governments in support of their own development priorities decreased from \$1.03 billion to \$0.78 billion, clearly reflecting the ongoing portfolio alignment called for in UNDP's Strategic Plan.

Earmarked resources represent an important complement to the regular, non-earmarked resource base of UNDP. However, the ratio of earmarked to non-earmarked regular resources remained imbalanced in 2009. In the continuing uncertainty caused by the global economic and financial crisis, a strong focus on the mobilization of core resources remains imperative to enable UNDP to fulfil its mandate and deliver effective capacity development support for partner countries. Development is a long-term challenge that requires strategic focus as well as tactical flexibility and an ability to respond to both crises and opportunities. This is what UNDP aims to achieve with the help and support of its partners. ●

SUPPORT FROM NON-BILATERAL PARTNERS

Top contributors to "other resources"
In millions of US dollars



Preliminary as of 7 April 2010

* Includes Montreal Protocol, Regional Development Banks, United Nations Fund for International Partnerships, World Bank Group
Source: Partnerships Bureau/UNDP

ACRONYMS

CFCs

Chlorofluorocarbons

DRC

Democratic Republic of the Congo

G8

Group of Eight

GEF

Global Environment Facility

IPSAS

International Public Sector Accounting Standards

JPOs

Junior Professional Officers

LDCs

Least developed countries

LEAD

Leadership Development Programme

MDGs

Millennium Development Goals

MDTF

Multi-donor trust funds

MISA

Media Institute of Southern Africa

NGO

Non-governmental organization

ODA

Official development assistance

UNCDF

United Nations Capital Development Fund

UNHCR

UN High Commissioner for Refugees

UNICEF

United Nations Children's Fund

UNIFEM

United Nations Development Fund for Women

UNOPS

United Nations Office for Project Services

UNV

United Nations Volunteers

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