

# 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

<b>Areas of strength</b>	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).
<b>Areas for improvement</b>	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.
<b>Response</b>	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**

<b>Areas of strength</b>	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.
<b>Areas for improvement</b>	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.
<b>Response</b>	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**

<b>Areas of strength</b>	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.
<b>Areas for improvement</b>	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.
<b>Response</b>	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**

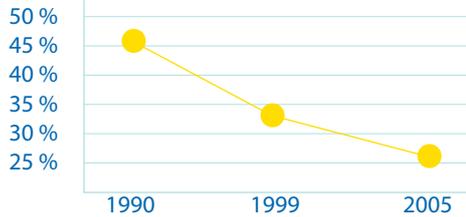
<b>Areas of strength</b>	Despite constraints and limitations, UNDP has made significant contributions in the areas of disaster risk reduction, early recovery and the rehabilitation of institutions.
<b>Areas for improvement</b>	Real clarity on what 'disaster' and 'risk' mean to UNDP is needed for effective 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.
<b>Response</b>	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

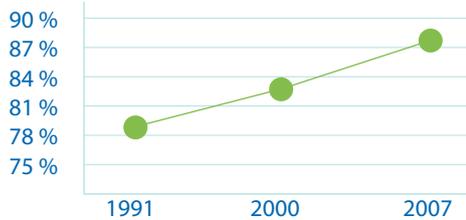
Proportion of people living on less than US\$1.25 purchasing power parity (PPP) per day



## 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

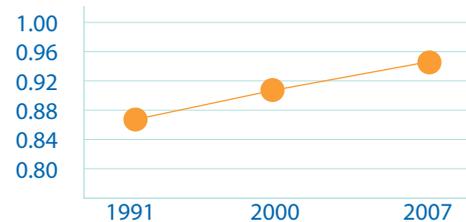
Proportion of enrolment in primary education (net)



## 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

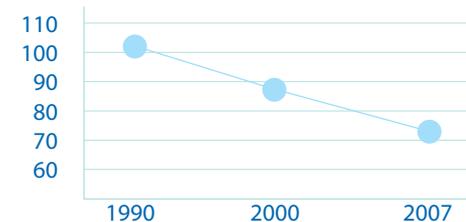
Ratio of girls to boys primary education enrolment (gross)



## GOAL 4: REDUCE CHILD MORTALITY

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

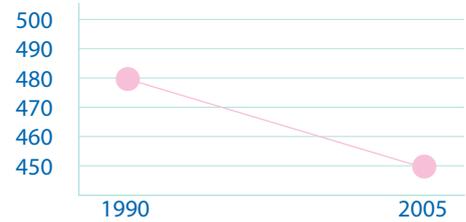
Rate of under-five mortality (per 1,000 live births)



## GOAL 5: IMPROVE MATERNAL HEALTH

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

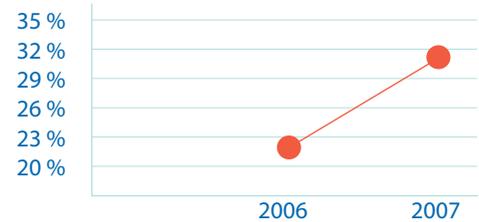
Number of maternal deaths per 100,000 live births



## 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

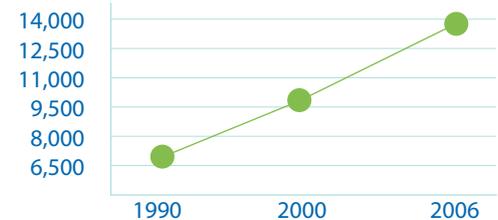
Proportion of population with advanced HIV infection with access to antiretroviral drugs



## 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 (CO<sub>2</sub>) 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

