

Global Solutions to Global Problems

UNDP's global network is now organized around six thematic practices, so that we can focus on the priorities of developing countries:

Democratic Governance: improving the choices available to the citizens of developing countries, through greater government accountability and more effective institutions.

Poverty Reduction: breaking the cycle of deprivation and hopelessness that is the first obstacle to every kind of development.

Crisis Prevention and Recovery: helping the nearly one-quarter of the world's population living in crisis or post-crisis regions to make the transition from humanitarian dependence back to community-driven development.

Energy and Environment: building developing-country capacity to protect natural resources wisely, acquire them affordably, and use them sustainably.

Information and Communications Technology: helping developing nations to bridge the digital divide and use ICT to bolster other development initiatives.

HIV/AIDS: strengthening government responses to a disease that is stealing the future of a generation.

In each of these practices, our network brings staff from across UNDP together with technical experts and stakeholders from around the world to create virtual development communities and establish new dialogues and results-oriented partnerships. The goal is to develop well-branded service lines with a proven ability to build the capacities of developing countries in these six areas.

In each of the six, we are helping to develop the institutions, policy-making capacity, knowledge and human capital of countries through sustained programmes of technical assistance and support.

In each, UNDP deploys resources strategically to advocate important issues; implements innovative pilot projects using a full range of technologies that can rapidly be scaled up by others; provides advice to national and local governments; promotes women's rights and the role of women in development; and works with a wide range of partners from governments to business to civil society.

And in each, 2001 showed results that made a visible difference in the lives of the poor.

Democratic Governance

More countries than ever before are working to build democratic governance. Their challenge is to develop institutions and processes that are more responsive to the needs of ordinary citizens, including the poor. UNDP brings people together within nations and around the world, building partnerships and sharing ways to promote participation, accountability and effectiveness at all levels. We help countries strengthen their electoral and legislative systems, improve access to justice and public administration, and develop a greater capacity to deliver basic services to those most in need.

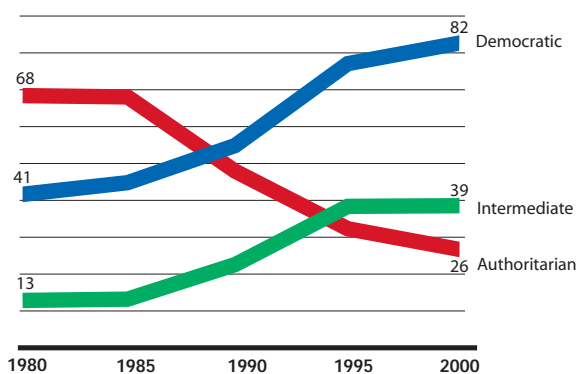
The bulk of UNDP's resources—and results—support democratic governance, with initiatives in 145 programme countries last year, including support for elections from East Timor to Sierra Leone. Thanks to our global network and broad circle of partners, no international organization has a wider reach as we seek out and advocate for innovative solutions.

SHARING BEST PRACTICES

When a disputed election threatened to derail progress in Lesotho, a majority of the country's political parties turned to international donors seeking an alternative method of voter registration, possibly using new fingerprint technology. That technology seemed prohibitively expensive and the government was skeptical; but opposition parties insisted a revised method of voter registration was necessary to remove any possibility of fraud. UNDP's country staff turned to our global network for expertise—and found it in Jamaica, which has practical experience with fingerprint technology. UNDP brought Jamaica's Director of Elections to Lesotho and organized meetings with government, political parties and diplomats. Tensions decreased and all stakeholders found themselves engaged in the process. A compromise was reached, voter registration began in August 2001, and elections were held successfully in May 2002. As a result, a culture of national dialogue and negotiation has been strengthened; Lesotho's democratic tradition is stronger; and a new bond of South-South partnership has been forged.



Democratic governments are increasing worldwide.



Source: Polity IV 2002

No international organization has a wider reach as we seek out and advocate for innovative solutions.



UNDP facilitated the transfer of voting technology from Jamaica for the conduct of free and fair elections in Lesotho.

EMPOWERING CITIZENS

In partnership with the Government of Sweden, UNDP is providing advice and support to a plan by the Government of Honduras for decentralization and the strengthening of municipalities. The focus is on involving citizens in decision-making processes, especially to set local development priorities. In Santa Rosa de Copán, one of five pilot cities, private citizens set up 12 committees, representing nearly 150 social organizations, to work closely with the mayor on everything from promoting tourism to citizen security to transparency in the use of public funds. Now UNDP is helping to feed the experience from these five pilots back into national planning—and out to others in Latin America and beyond looking for models of decentralization and successful community development.

UNCDF Local Investments for Global Results

The UN Capital Development Fund (UNCDF) works to help reduce poverty by piloting small-scale investments in local governance and microfinance. While the UNCDF investment portfolio is concentrated on a selected number of least developed countries, its technical advisory services are available for all countries to use—and with a new agreement between UNDP and UNCDF, those services flow to a broad range of programmes worldwide. Currently, UNCDF is working to increase its funding and resource base in order to respond to all the requests it receives.

UNCDF local development programmes promote a decentralized, participatory approach to the provision of basic infrastructure (health, education, transportation, markets, water systems) and the management of natural resources. The development of partnerships with programme country governments, local authorities and communities is emphasized to ensure that local investments match local needs, are managed efficiently, and are sustainable. The Fund uses seed capital to develop local institutional capacities in planning and financial management by coupling real resource management responsibilities with capacity-building support services.

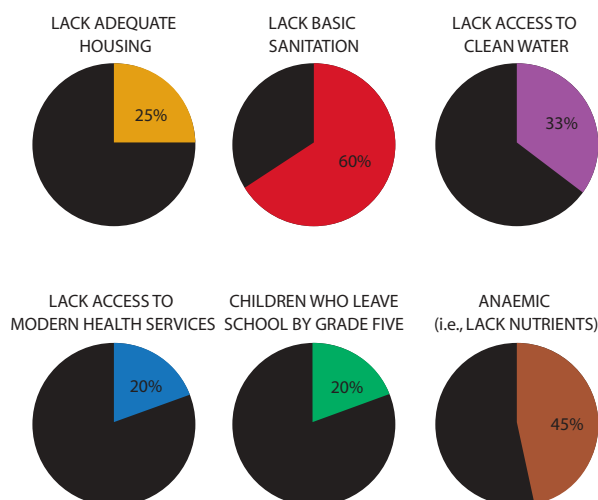
UNCDF microfinance operations support the growth of microfinance institutions that have the transparent track records and solid institutional and financial performance needed to enable them to reach poor clients, particularly women, on a sustainable basis. The Fund also fosters understanding of microfinance best practices and helps programme countries, UNDP and other development partners to incorporate those elements into their programmes.

Poverty Reduction

Through the MDGs, the world is addressing the many dimensions of human development, including the halving by 2015 of the proportion of people living in extreme poverty. Developing countries are working to create their own national poverty eradication strategies based on local needs and priorities. UNDP advocates for these nationally-owned solutions and helps ensure their effectiveness. We sponsor innovative pilot projects; connect countries to global best practices and resources; promote the role of women in development; and bring governments, civil society and outside funders together to coordinate their efforts.

UNDP is currently helping 85 developing countries prepare poverty eradication strategies, including 36 where we are working in partnership with the World Bank to support the development of Poverty Reduction Strategy Papers.

With two-thirds of the population below poverty lines, people in developing countries lack access to the most basic human needs.



Source: *State of the World Population 2007*, UNFPA

LINKING ADVOCACY, POLICY AND PROJECT

In Brazil, UNDP is linking advocacy, policy and project in a powerful partnership with the government aimed at improving low school enrolment and performance among the country's poorest families. This issue had long been highlighted by UNDP through Brazil's NHDRs, which helped focus political attention on the problem and identify the municipalities most in need. The concepts in those Reports have now been turned into effective action, as Brazil tested pilot projects at the state level and then launched a national programme—*Bolsa Escola*—explicitly targeting districts with the lowest human development index.

The challenge was how to target small incentive payments at mothers as a reward for enrolling and keeping their children in school. Where many women lack bank accounts, technology provided a new solution: the stipends are paid directly to women through special Automated Teller Machines administered by a local financial institution that is a long-time UNDP partner. This initiative now brings nearly \$1 billion annually to five million of Brazil's poorest families, supporting nearly 10 million children in school (one-third of total enrolment). UNDP's global network provides the expertise to monitor and evaluate progress, helping ensure effectiveness and transparency. We are also working with Brazil to share this success elsewhere, starting in Mozambique.



STATE-OF-THE-ART TECHNOLOGY— AND PARTNERSHIPS

UNDP provided financial and technical support to the West Africa Rice Development Association and its partners (including the Government of Japan, the Rockefeller Foundation and the United States Agency for International Development) to develop new rice varieties. Local farmers, many of them women, played a crucial role in testing and selecting the rice for its suitability in resource-poor conditions. The result was “NERICA,” a cross of African and Asian strains that can yield 50 percent larger crops without fertilizer. This protein-rich, weed-competitive, pest and disease resistant rice is now being planted in Benin, Côte d’Ivoire, Gambia, Guinea, Mali, Nigeria and Togo. In those seven countries alone, it is expected to help 1.7 million farmers and save \$88 million per year in rice imports by 2006. UNDP also expects to help the rest of Africa, as well as Asia and Latin America, to adopt these rice varieties.

UNDP’s global network provides the expertise to monitor and evaluate progress.



Education is key to helping people lift themselves out of poverty. UNDP is partnering with the Government of Brazil to improve low school enrolment and performance among the country’s poorest families.

Crisis Prevention and Recovery

Many countries are increasingly vulnerable to violent conflicts or natural disasters that can erase decades of development and further entrench poverty and inequality. Through its global network, UNDP seeks out and shares innovative approaches to crisis prevention, early warning and conflict resolution. And UNDP is on the ground in almost every developing country—so wherever the next crisis occurs, we will be there to help bridge the gap between emergency relief and long-term development.

In 2001, UNDP made far-reaching changes to ensure that its network of resources, experience and expertise serves efforts for peace and disaster management. We upgraded the former Emergency Response Division to full Bureau status, created new policy and operations guidelines for crisis and post-conflict interventions, and used new knowledge networks to ensure UNDP expertise is available where needed.

ORGANIZING A UN-WIDE RESPONSE

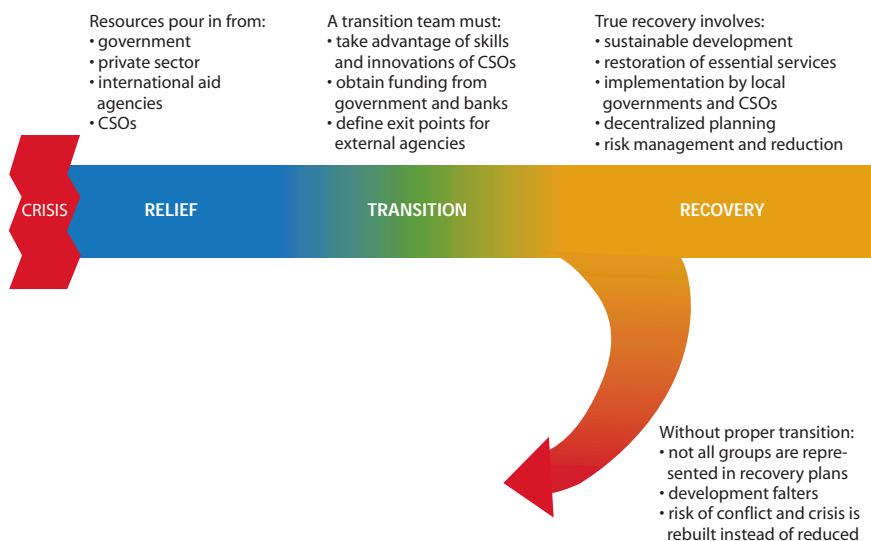
Even before they were fully in place, these new structures were put to the test by a devastating earthquake in Gujarat, India. The result was a key demonstration of new UNDP focus on bridging the gap between relief and reconstruction.

UNDP organized assistance from UN agencies, other donors, and civil society—as well as UNVs. For example, UNDP supported earthquake-resistant demonstration houses, built initially with civil society partners in 25 villages using local materials, labour and design. They are now being replicated in nearly 200 more villages, in turn influencing the design and implementation of projects by civil society groups, government agencies and the private sector.

UNDP also provided direct capacity building support to the state Government of Gujarat while helping coordinate the overall relief process through smart information management and processing. The real value proved to be not funds alone but also targeted, well applied expertise: identifying and implementing key demonstration projects with real multiplier effects while providing substantive support to local and state government.



After a crisis, in the period when relief is ending but recovery is yet to begin, important foundations need to be laid to prevent a slide back into crisis and to support people in rebuilding their lives.



Source: *From Relief to Recovery, The Gujarat Experience*, UNDP 2001

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MEETING THE TEST OF FAST ACTION

As 2001 drew to a close, UNDP took on a major challenge in post-conflict reconstruction: supporting the fragile peace in Afghanistan. UNDP, with its partners in UNDG, faced three key challenges: mobilizing funds for Afghanistan quickly and effectively; leading the first steps toward recovery on the ground; and developing the capacity of Afghan authorities to meet their people's needs.

As the Afghan Interim Authority took office on 22 December 2001, UNDP, with the World Bank, Asian Development Bank and Islamic Development Bank, was charged with preparing a detailed needs assessment for the January 2002 donor conference. UNDP and the UNDG coordinated the drafting of the UN-wide Immediate and Transitional Assistance Programme—setting the UN's assistance priorities for 2002.

At the same time, UNDP was the key UN organization on the ground responsible for meeting the Interim Authority's most immediate needs—not least, paying the salaries of civil servants. UNDP took full advantage of its reformed structures and new flexibility to establish a trust fund and seek contributions—which arrived just in time to cover post-Taliban Afghanistan's first \$10 million payroll in late December. UNDP led efforts to integrate women's perspectives and concerns, and involve women themselves, in the crafting of aid programmes.

Now, as UN leadership in Afghanistan switches to the Special Representative of the Secretary General, UNDP is taking an active role in strengthening Afghanistan's emergent government—supporting the work of the *Loya Jirga*, police, civil service and judicial commissions—and helping the country's people begin to reap the rewards of peace.



A UNDP-led initiative is providing temporary jobs on public works projects to nearly 28,000 Afghans as the country moves towards peace, stability and development.

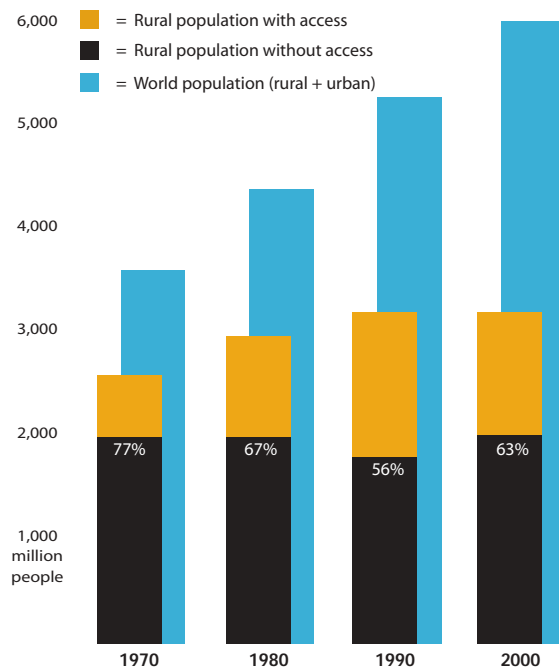
Energy and environment are essential for sustainable development. The poor are disproportionately affected by environmental degradation and lack of access to clean affordable energy services. These issues are also global as climate change, loss of biodiversity and ozone layer depletion cannot be addressed by countries acting alone. UNDP helps countries strengthen their capacity to address these challenges at global, national and community levels, seeking out and sharing best practices, providing innovative policy advice and linking partners through pilot projects that help poor people build sustainable livelihoods.

UNDP has collaborated with the UN Department of Economic and Social Affairs, the World Energy Council, and more than 100 scientists and development experts to produce a World Energy Assessment and a new blueprint for action, Energy Policy for Sustainable Development. These reports, and the many scientists involved in writing them, offer a valuable resource of ideas, information and partnerships for progress on energy sustainability—everywhere UNDP works, and everywhere energy policy is of concern.



In spite of significant increases in electrification of developing countries, over 50 percent of the world rural population still do not have access to electricity.

NUMBER OF PEOPLE IN RURAL AREAS WHO LACK ACCESS TO ELECTRICITY



Source: World Energy Assessment; 2000 figures derived from World Urbanization Prospects, The 2001 Revision

UN VOLUNTEERS: Expanding the Reservoir of Energy and Ideas

Administered by UNDP, the United Nations Volunteers (UNV) programme promotes volunteer action around the world, demonstrating the role volunteerism can play in development. 2001 was UNV's 30th anniversary—and its fifth straight year of growth. More than 5,000 UN Volunteers representing 160 nationalities carried out 5,400 assignments in 140 countries. Over the years, 30,000 people have volunteered through UNV—themselves forming a global reservoir of experience, ideas and support for development. More than ever UNV is a strategic resource—and a valuable part of the UNDP network:

HIV-infected UN Volunteers in Africa and the Caribbean fight the spread of AIDS, with initiatives that range from building government capacity to counseling sex workers.

UNVs encourage local communities, particularly women's groups, to take the lead in mapping out their own development plans—and support progress toward the MDGs.

UNVs help bridge the digital divide by helping information-poor communities build capacity to benefit from ICT.

UNVs are increasingly involved in humanitarian and emergency relief, peace-building and election support, most notably in the Democratic Republic of Congo, East Timor, Kosovo and Sierra Leone.

2001 was the International Year of Volunteers. As focal point, UNV continued to actively support initiatives to recognize and support volunteers all over the world—even as it expanded its own activities to nurture a culture of volunteerism and promote volunteerism for development throughout the North and South.

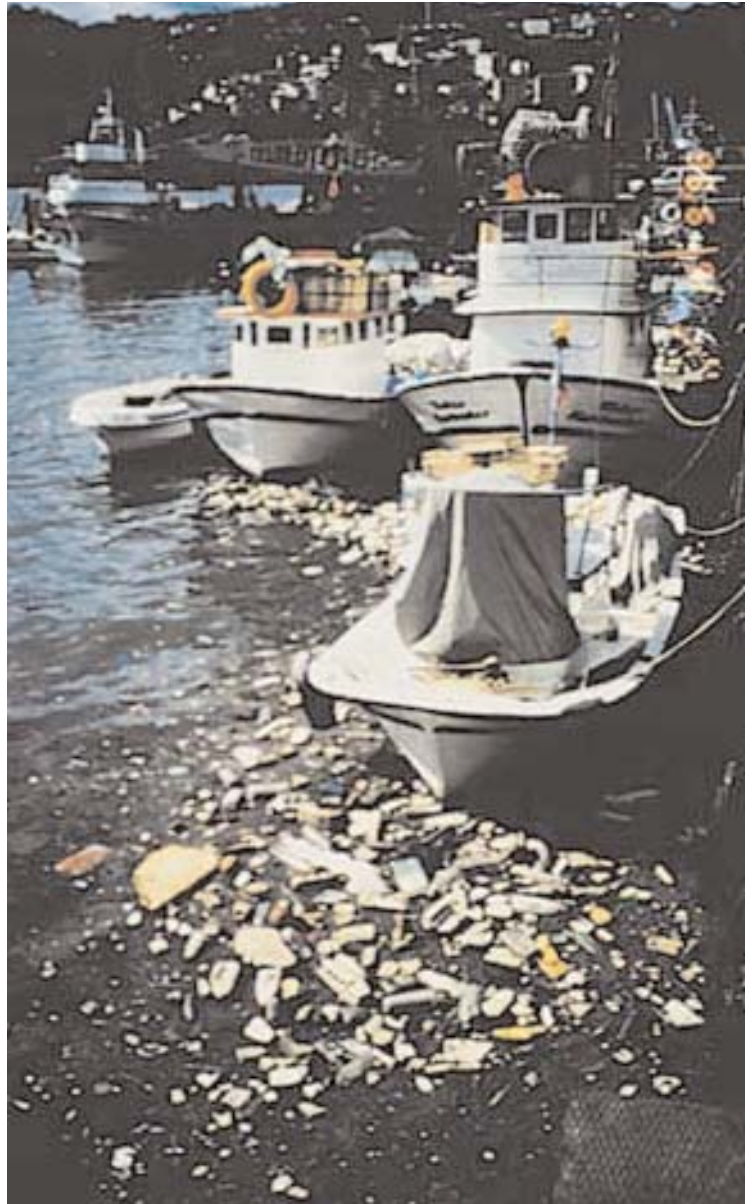
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A UNIQUE PUBLIC-PRIVATE PARTNERSHIP FOR A UNIQUE NATURAL RESOURCE

UNDP supports an innovative public-private partnership to restore the degraded Black Sea ecosystem on which so much economic activity and human health depends. The Strategic Partnership brings together UNDP, 15 countries in the Danube River Basin, two regional commissions, other UN organizations, the World Bank, and non-governmental organizations (NGOs). UNDP is supporting legal, policy and institutional reforms to reduce dumping in the Basin as well as UN Industrial Development Organization programmes to help build cleaner factories and sustainable industries in the region. NGOs such as the Regional Environment Centre in Hungary are strengthening public involvement in environment-related decision-making and raising awareness in local communities. Every member of the strategic partnership has comparative advantages and a role to play; through UNDP leadership, each can learn from the other, and all are more effective.

SUPPORTING PRIVATE SECTOR ENVIRONMENTAL PROTECTION

UNDP helps developing countries implement the Montreal Protocol by providing technology, technical assistance and training to replace ozone depleting substances with ozone-friendly practices in industry and agriculture. UNDP is assisting more than 3,000 small- and medium-sized businesses with grants that improve energy efficiency, create new jobs, and sometimes even create new technology—remarkable support for private sector innovation in development. UNDP's Montreal Protocol programmes also reach out to governments, communities, and citizens. In Malawi alone, the elimination of the soil fumigant methyl bromide will improve the environmental and occupational health of more than 300,000 farmers and their families.



UNDP is supporting legal, policy and institutional reforms to reduce dumping in the Danube River Basin and help restore the fragile ecosystem.

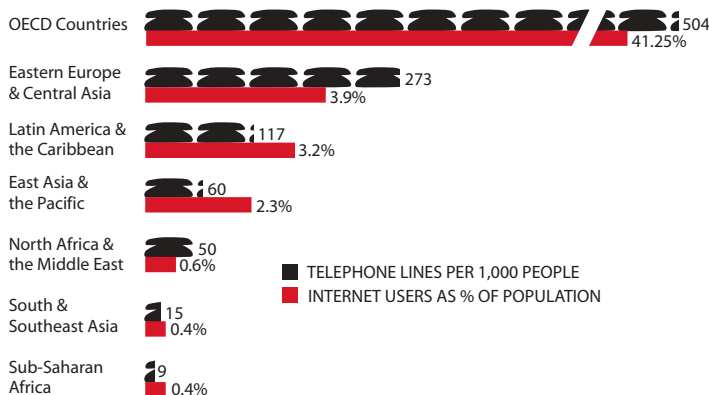
Information and Communications Technology

Information and communications technology (ICT) is an increasingly powerful tool for participating in global markets; promoting political accountability; improving the delivery of basic services; and enhancing local development opportunities. But without innovative ICT policies, many people in developing countries—especially the poor—will be left behind. UNDP helps countries draw on expertise and best practices from around the world to develop strategies that expand access to ICT and harness it for development. Working in 166 countries, UNDP also relies on ICT solutions to make the most effective use of its own global network.

By bringing public and private sectors together in innovative alliances, UNDP put in place the first Internet nodes in 24 countries and has helped train more than 25,000 organizations and institutions—and millions of men and women—in basic computer skills. In 2001, UNDP shifted its focus from these first stages of technology development to helping countries use the Internet to improve government performance and expand public access to information. UNDP hosted the Digital Opportunity Task Force, or *DOT Force*, a public-private partnership of developed and developing nations established to create and deploy strategies for harnessing the power of ICT for development. Now UNDP and the Markle Foundation are rolling out pilot projects in a dozen countries, including South Africa and Tanzania, that use ICT to support progress toward the MDGs.



Many poor and developing countries do not have enough telephone lines to allow easy or affordable Internet access.



Source: Human Development Report 1999, 2001; 2000 A Better World For All, OECD

UNDP relies on ICT solutions to make the most effective use of its own global network.



UNDP helps coordinate Jordan's plan to build 100 more computer centres over the next two years.

CORPORATE PARTNERSHIPS FOR COUNTRY-WIDE CHANGE

In Malaysia, UNDP is working with a leading multinational company and the Ministry of Education to use ICT as an enabler for learning. The first phase of this initiative will put state-of-the-art Internet 'hubs' in selected schools and train teachers and students. Later, a core group of these students and teachers will work as peer trainers to transfer their computer skills and knowledge to others. UNDP and its corporate partner are repeating the project in Bolivia; ultimately, it will serve as a pilot for programmes across Africa and South Asia, broadening access to knowledge and education and offering new opportunities to participate in the global economy.

COMPUTER LITERACY FROM GOVERNMENT TO THE GRASSROOTS

In Jordan, UNDP supports the Royal Commission for Information Technology Community Centres, a partnership with the government, the United Nations Educational, Scientific and Cultural Organization and a local civil society organization. The government's commitment to computer literacy is leveraged by UNDP coordination and funding, UNVs, and local grassroots organizations to offer thousands of Jordanian men and women computer access, training, and the opportunity to use ICT for livelihoods. Through 2001, the project had opened 20 computer centres across the country, with 100 planned for the next two years.

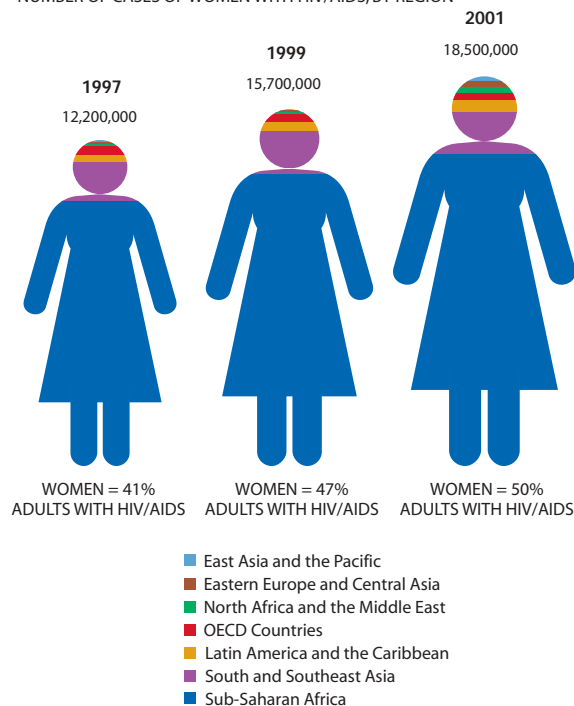
To prevent the spread of HIV/AIDS and reduce its impact, developing countries need to mobilize all levels of government and civil society. As a trusted development partner, UNDP advocates for placing HIV/AIDS at the centre of national planning and budgets; helps build national capacity to manage initiatives that include people and institutions not usually involved with public health; and promotes decentralized responses that support community-level action. Because HIV/AIDS is a worldwide problem, UNDP supports these national efforts by offering knowledge, resources and best practices from around the world.

In 2001, UNDP played a central role in building coalitions to respond to HIV/AIDS not just as a health issue but also as a major challenge to development—connecting support for prevention, education and treatment to broader development planning and responses to the epidemic. Since women tend to be more vulnerable to HIV infection, UNDP is also focusing on how promoting women's rights and the role of women in development can enhance these responses.



Today, women constitute 50 percent of the global HIV/AIDS population, with devastating effect on families, children and local economies.

NUMBER OF CASES OF WOMEN WITH HIV/AIDS, BY REGION



Source: UNAIDS Report on the Global HIV/AIDS Epidemic, 1998, 2000, 2002

UNIFEM: Women Networking for Change

UNDP administers the United Nations Development Fund for Women (UNIFEM) which seeks out, supports and advocates for innovative programmes around the world that promote women's political participation, economic security and human rights. For over 25 years, UNIFEM has worked to build strong women's organizations and networks so that women themselves can negotiate new and better policies with their governments and with international agencies. UNDP and UNIFEM scaled up their partnership dramatically in the past year—some 57 percent of UNDP country offices now report joint undertakings with UNIFEM. UNIFEM's three main priority areas are:

Strengthening women's economic rights and empowering women as entrepreneurs, producers and home-based workers; UNIFEM supported the creation of a Network of African Women

Economists to bring women's perspectives to economic policy-making.

Increasing women's participation in governance and peace-building—and in decision-making processes that shape their lives; To enable Afghan women to participate fully in the reconstruction of their country, UNIFEM sponsored two historic consultations in Brussels and Kabul. The agenda that emerged from these meetings called for 25 percent female representation in the *Loya Jirga*, women's participation in the drafting of the new constitution and women's access to healthcare and education.

Promoting women's human rights to eliminate all forms of violence against women and address HIV and AIDS. UNIFEM's Trust Fund in Support of Actions to Eliminate Violence Against Women has awarded \$5.3 million in grants to 127 initiatives in more than 70 countries.



In Thailand, the community is involved in HIV/AIDS prevention campaigns, including creating herb capsules for those who are sick.

TRANSFORMING A NATION'S RESPONSE

In Burkina Faso, UNDP has helped transform the national response to HIV/AIDS by strengthening government capacity, coordination and resource mobilization. Working with UN country team partners, UNDP supported the creation of the new National HIV/AIDS Council attached to the Office of the President and a powerful, multisectoral, community-based strategic plan to arrest the spread of the epidemic. UNDP then supported a Roundtable meeting that secured \$94 million from donors—enough to implement the plan fully. Burkina Faso is now one of eight African countries to have integrated HIV/AIDS into its World Bank-supported Poverty Reduction Strategy, and one of three countries that have taken a formal decision to allocate funds from its Highly Indebted Poor Countries debt reduction initiative to fight HIV/AIDS. UNDP also helped launch Burkina Faso's NHDR on HIV/AIDS, which has involved the country's people in planning and implementing a truly national and participative response. Now UNDP is helping spread best practices from Burkina Faso to other countries in Africa and elsewhere.

BUILDING ON BEST PRACTICES

Thailand's success in mobilizing nationally to slow the spread of HIV/AIDS through a massive education campaign is well-known. From the beginning, UNDP supported the government's campaign against HIV/AIDS. Now, UNDP is helping share best practices and replicate the Thai success in other regions at high risk. UNDP's Southeast Asia HIV and Development Project brings national and local governments, community organizations and the private sector together to share information, strengthen countries' capacity to respond, and promote public awareness.

For example, one rural community, Mae Chan, had the fastest-growing rate of infection in Thailand before the campaign began. With UNDP and other external support, the community banded together—monks, health workers, men and women, youths—to fight HIV/AIDS, improve HIV education, and care for the sick. Now, in other countries such as Cambodia, UNDP promotes the "Mae Chan model"—how local communities can use outside resources and expertise to defeat HIV/AIDS while reaping other benefits as well.