

THE NEW UNDP: DELIVERING RESULTS

For the United Nations Development Programme (UNDP), 2003 marked an important milestone. For the first time in UNDP history, total resources exceeded US\$3 billion: an unprecedented figure and eloquent testimony to the support and confidence the new UNDP enjoys from donors and programme countries alike. It was also a personal milestone, as I was honoured to be nominated by the UN Secretary-General—and accept after approval by the General Assembly—a second four-year term as Administrator.

Both events testified to a very encouraging fact. After four years of rigorous and painful reforms, UNDP is finally starting to fire on all cylinders: delivering focused, measurable results across all our five practice areas, from democratic governance to energy and the environment. Whether measured by independent external surveys of our partners' perceptions of UNDP's work at country level or our annual internal staff surveys, by programme performance against clear benchmarks for development effectiveness or media coverage of our reports and activities, UNDP has re-established itself as a trusted, articulate global partner on development issues. And from post-conflict recovery and reconstruction to how best to support and stimulate job-creating entrepreneurship in even the poorest countries, we are now helping catalyse and lead new global development debates rather than simply following them.

But we cannot afford to be complacent. While we can and should acknowledge real improvements and

In Morocco to attend the Group of 77 High-Level Conference on South-South Cooperation, Malloch Brown (second from right) visits a UNDP-supported project. It helps hundreds of young entrepreneurs provide clean, efficient energy to their rural communities.



progress, we know we have much more still to do to complete the transformation into the cutting edge, knowledge-based development organization we aspire to be. And we know that despite overall improvements in our funding environment, we continue to struggle to build up the core resources needed to underpin our effectiveness, independence and ability to mobilize further non-core resources.

We also are aware that we have to operate in a global environment that is ever more dangerous and uncertain. From continued conflict in the Middle East and Iraq to the resurgence of crisis in Liberia, from growing political instability in parts of Latin America and central Asia to the relentless spread of HIV/AIDS beyond its African epicentre to South Asia and Eastern Europe, the range of development challenges only seems to grow.

But if there are enormous problems, we also have an increasingly good grasp of solutions. As UNDP's *2003 Human Development Report* showed, with sufficient political will the Millennium Development Goals (MDGs) are still achievable globally and in nearly every country. But time is fast running out. While the primary responsibility clearly lies with developing countries maximizing the use of domestic resources, if we do not have a major breakthrough on the Doha Development Trade Round and on scaling up aid and debt relief to a level commensurate with needs by the end of 2005, the 2015 deadline for the MDGs will be missed. Development results do not change overnight. We need at least a decade of increased investment and improved national and global policies to secure success.

The competition for the hearts and minds of the half the world living on less than two dollars a day is being played out across nearly every region, as the anger of marginalization contests the future with an expanding opportunity of jobs and a decent life for the poor. UNDP's vision is clear: to play a pivotal role as advocate, enabler and adviser, partner and leader in helping shift the MDGs from rhetoric to reality.

Mark Malloch Brown
UNDP Administrator