



UN
DP

People-centred Development

Empowered lives. Resilient nations.



COVER PHOTO: Three hundred workers pull boulders from a river in Bhutan. They are part of a Government initiative — supported in part by UNDP — to artificially lower Thorthormi glacial lake, which is threatening to overflow due to the rapid melting of ice and snow.

CONTENTS

Foreword	1
Introduction: <i>People-centred Development</i>	2
UNDP in Action:	
Poverty Reduction and Achieving the MDGs	8
<i>Up Close: Creating Resilient Economies in Mongolia</i>	12
Democratic Governance	14
<i>Up Close: Paving the Way for Peaceful Elections in Tanzania</i>	18
Crisis Prevention and Recovery	22
<i>Up Close: Empowering the Lives of Iraqi Women through Security</i>	26
Environment and Sustainable Development	28
<i>Up Close: Mitigating the Effects of Climate Change in Belarus</i>	32
UNDP and the UN System: <i>Delivering as One</i>	34
Inside UNDP: <i>Organizational Change</i>	36
UNDP Resources	38

UNDP IN ACTION

UNDP is a solution-oriented, knowledge-based development organization, supporting countries to reach their own development objectives and internationally agreed goals, including the Millennium Development Goals (MDGs).

UNDP partners with people at all levels of society to help build nations which can withstand crisis, and drive and sustain the kind of growth which improves the quality of life for everyone. Because we have 129 Country Offices and work in 176 countries and territories, we offer both a global perspective and local insight. We are driven by the belief that the real wealth of nations is people. We work to empower people and build the resilience of nations.

UNDP's mandate has four pillars: poverty reduction and the MDGs; democratic governance; crisis prevention and recovery; and environment and sustainable development. We support countries to bring about transformational change in their development status. We work for sustainable human development for all.

UNDP's leading role in development derives from its decades of universal presence in developing countries and its coordinating role on behalf of the UN's development system. Our neutral and long-term in-country presence is critical for building trust with and access to national partners. That is the platform from which we can help build capacities for sustained development and respond to emerging development needs.

In 2010, as always, UNDP worked hard to deliver on its commitments to the people and countries it serves. In Haiti, we initiated large scale cash-for-work initiatives with partners which employed 240,000 people that year, and cleared one million cubic metres of debris. In Kenya, we worked to support a peaceful referendum on the country's Constitution, as it recovers from the post-election violence of two years before. In Pakistan, following the devastating floods, we quickly launched an early recovery programme, helping more than 200,000 people in the hardest hit provinces to begin rebuilding their lives.

In Moldova, we responded, with help from partners, with a major transitional capacity-building initiative to support the Government in implementing critical reforms, while in Bangladesh, we supported the establishment of the new Human Rights Commission and the national roll-out of ICT services aimed at supporting development. We also signed new global partnership agreements with the Governments of Brazil and China, and built more and stronger relationships with civil society networks.

Going forward, UNDP will continue to work through its global networks to link ideas and best practice with nations and communities which are seeking solutions to their development challenges, consistent with our goal of empowering lives and building resilient nations.



Helen Clark • UNDP ADMINISTRATOR



Administrator Helen Clark hands a certificate of ownership and keys for a new home built through UNDP support in Pakistan. The recipient lost her house in the 2010 floods.

Introduction

PEOPLE-CENTRED DEVELOPMENT

Empowered lives.

Development can mean many things to many people. At UNDP, we believe ‘human development’ is about expanding the choices available to people

129

The number of UNDP Country Offices.

in order to live valuable lives. Economic growth is important, but it is truly only a means for enlarging those choices. A fundamental part of expanding those choices is building human capabilities,

the range of things that people can achieve in their life. We believe strongly that people’s well-being and their quality of life is the most important measure of whether ‘development’ is successful.

Thus, people must be at the centre of human development, both as beneficiaries and as drivers, as individuals and in groups. People must be empowered with the tools and knowledge to build their own communities, states and nations.

Resilient nations.

The importance of resilience in UNDP’s vision of human development cannot be overstated. It means the strength of a person or community to resist shock, manage crisis and grow stronger. Resilience in particular ensures that societies, communities and families can withstand crisis — whether it is a natural disaster or a food price shock — and bounce back with limited long-term damage, and be better prepared for the next crisis.

Recent years have been dominated by sharp increases in commodity prices and by the global financial and economic crisis, leading to the first global recession in decades. Crises are often addressed as one-time events, instead of tackling the complex underlying causes and vulnerabilities that many developing countries face.

UNDP is on the ground in

176

countries and territories

THE WAY FORWARD — In the coming years, UNDP will shift its programming to better reflect the changing needs and priorities of the countries and people it serves. Some highlights:

- A shift from MDG advocacy and planning to MDG acceleration as the 2015 MDG target date approaches.
- A greater focus on work in local governance across focus areas.
- A greater emphasis on economic recovery from crisis and disaster, including livelihood creation and income generation projects.
- More support for the development and implementation of low-emission, climate-resilient development strategies.
- A push to ensure that environmental financing is pro-poor.



Women in the village of Grand Boulage, in central Haiti, build dry stone walls along the banks of a river, which will limit the effects of erosion. They are participants in a joint UNDP and WFP cash-for-work initiative that is providing temporary work and injecting much-needed cash into the local economy after the January 2010 earthquake. This particular programme is rehabilitating the watershed to prevent and reduce the risks of flooding.

HAITI • BUILDING BACK BETTER AFTER THE 2010 EARTHQUAKE

On 12 January 2010, a magnitude 7.0 earthquake rocked Haiti, killing over 300,000 and displacing 1.5 million people. The world reacted quickly, sending in aid and recovery teams, pledging money and support for a rebuilding process in a country that was already living with high levels of poverty and inequality. The challenge of ‘building back better’ in Haiti is a huge undertaking and will take several years.

UNDP’s task is to help Haiti rebuild into a more resilient country. Throughout 2010, we worked to enable a rapid transition to long-term recovery by restoring livelihoods, government infrastructure and services, and to offer hope and means to those who survived the crisis to rebuild their lives.

In the past year, UNDP, together with the World Food Programme (WFP), has employed **240,000 people** affected by the earthquake; contributed to the clearance of **1 million cubic metres** of debris; made significant contributions

to international aid coordination and transparency as pledges continue to arrive; and supported the Government at all levels as it re-establishes the physical and human resource infrastructure critical to Haiti’s future.

At the same time, recovery from the earthquake goes well beyond rebuilding homes, livelihoods and infrastructure: it requires rebuilding entire communities and institutions. Many government officials and local leaders died in the earthquake, along with thousands of civil servants. Government buildings

crumbled and an already weak government infrastructure was almost completely destroyed.

UNDP has been working to establish — in partnership with the Government — a blueprint for longer-term recovery. At the heart of this planning is the belief that true recovery cannot happen without giving Haitians the means to provide for their own recovery.

UNDP’s cash-for-work and food-for-work programmes, in partnership with WFP, are part of a greater programme of labour-intensive initiatives that have provided work for those who have lost their livelihoods due to the earthquake. Through employment opportunities, communities themselves have cleared rubble, cleaned water evacuation channels and collected garbage from earthquake-shattered neighbourhoods. These temporary job programmes — undertaken in cooperation with other UN agencies, local communities and non-governmental organizations (NGOs) — provide a much-needed injection of cash into the local economy. An estimated **1.2 million people** have benefited as a result of this ongoing programme.

UNDP works to build resilient societies and institutions that can withstand threats to peace, livelihoods, the environment and human health. As a result, UNDP's role in crisis situations has become more critical and relevant than ever. Major shocks can seriously undermine long-term development gains and goals, particularly in countries that already face serious economic and development challenges.

Partnering with countries to achieve development that can withstand such crises requires integrated responses between a range of local, national and international partners. Thus, UNDP defines success by its ability to work collaboratively and share knowledge. The best ideas come out of partnership.

Our Work

UNDP delivers results 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. We work in these main areas because for people to bring about national-level progress, all must be addressed together.

As a neutral and impartial multilateral partner working in countries all over the world, UNDP focuses on creating resilience in nations and communities through long-term, institution building and increasing the capacity of people to determine their own futures. Our contribution to human development rests squarely on UNDP's cross-cutting development mandate.

UNCDF • BRINGING FINANCIAL SERVICES TO THE PACIFIC'S POOREST

No more travelling long distances and queuing in long lines at the Nausori Post Office in Fiji for 70-year-old Raj Dulari. No more worries that she might lose her monthly social welfare payment of US\$32 if she cannot reach the post office on time.

Dulari, a widow living in a remote farming community in Fiji, is one of the 17,000 social welfare beneficiaries who have joined the electronic payment world. Dulari now receives her government allowance deposited directly into a bank account, a relief for her and other recipients who are elderly, disabled or chronically ill.

Dulari is a beneficiary of the Pacific Financial Inclusion Programme, a joint UN Capital Development Fund (UNCDF), Australian Government Overseas Aid Program (AusAID), European Union (EU) and UNDP initiative aimed at expanding financial services to low-income, rural and vulnerable populations in the Pacific Islands, including **FIJI, PAPUA NEW GUINEA, SAMOA, SOLOMON ISLANDS, TONGA** and **VANUATU**. The financial service sector in the Pacific

Islands faces formidable challenges in expanding its coverage, including geographic isolation, limited economic opportunities and financial illiteracy.

In fact, around 6.5 million Pacific Islanders, and 80 percent of the low-income population, do not have access to formal or informal financial services. Expanding these services, including appropriately designed savings services, domestic and international remittances, microinsurance and microcredit, can help Pacific households increase their financial security, facilitate better access to health and education and increase income-generating activities.

In Fiji, UNCDF, along with UNDP, the Government and AusAID, has successfully converted an insecure and costly cash-benefit system for very low-income clients, mostly women, into an electronic payments system that creates low-cost savings services for all clients.

"I am happy that the Department of Welfare has changed from the voucher system," said Dulari, speaking after she had received her ATM card, the first she has ever had. "I have been taught at

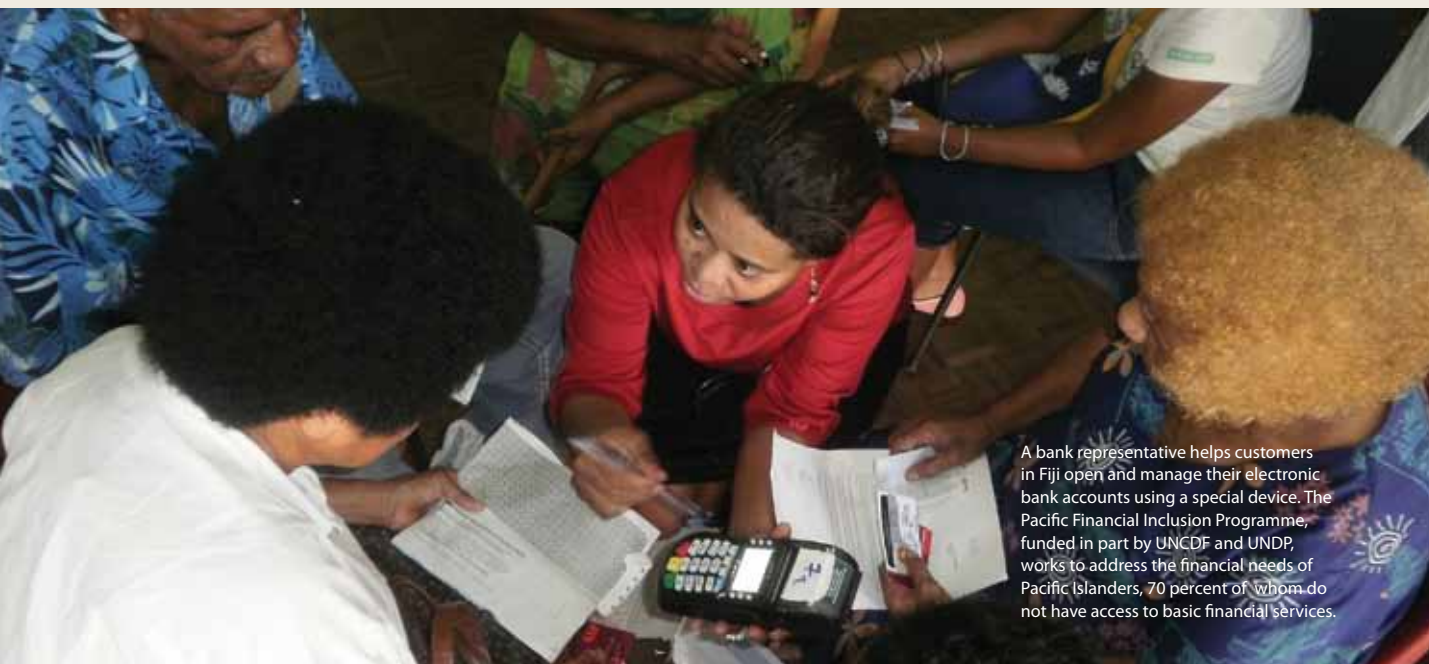
For the last decade, UNDP — together with the UN system — has advocated successfully for the Millennium Development Goals (MDGs), eight targets agreed on by world leaders to halve poverty by 2015. Much of this work has focused on developing institutional capacity at the national and local level for MDG-based development strategies, in addition to monitoring and reporting on MDG progress.

UNDP will continue to concentrate on interventions that have strong multiplier effects for reducing poverty and achieving the MDGs: investment in women and girls, targeted actions in social protection and employment creation and local development and energy access for the poor.

UNDP is committed to delivering solutions that will have a lasting positive impact for our environment and for future generations.

UNDP believes that nations cannot be resilient without empowered people who have the tools and knowledge they need to achieve success. UNDP also believes people will be less served by nations and institutions that are unable to withstand crises and provide for their people.

UNDP therefore will continue to work toward 'Empowered lives. Resilient nations.'



A bank representative helps customers in Fiji open and manage their electronic bank accounts using a special device. The Pacific Financial Inclusion Programme, funded in part by UNCDF and UNDP, works to address the financial needs of Pacific Islanders, 70 percent of whom do not have access to basic financial services.

this training that my allowances will be deposited into my bank account every month, and I have an ATM card so I can withdraw my money when I want."

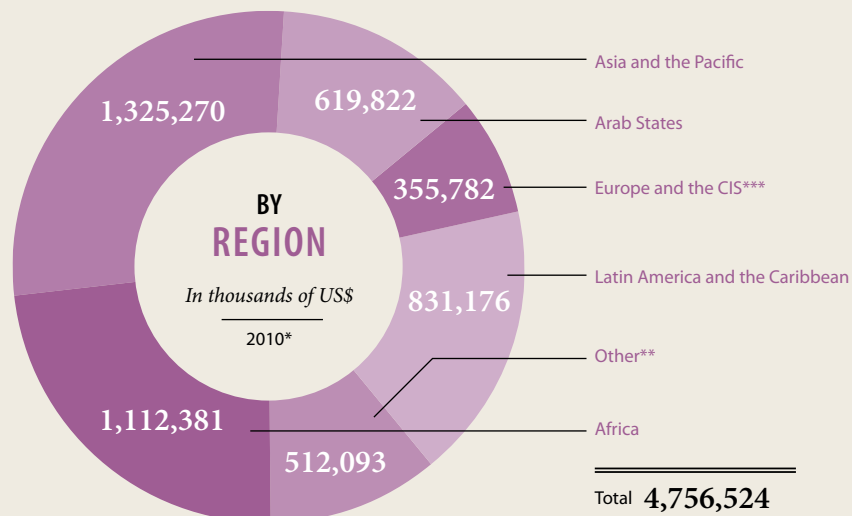
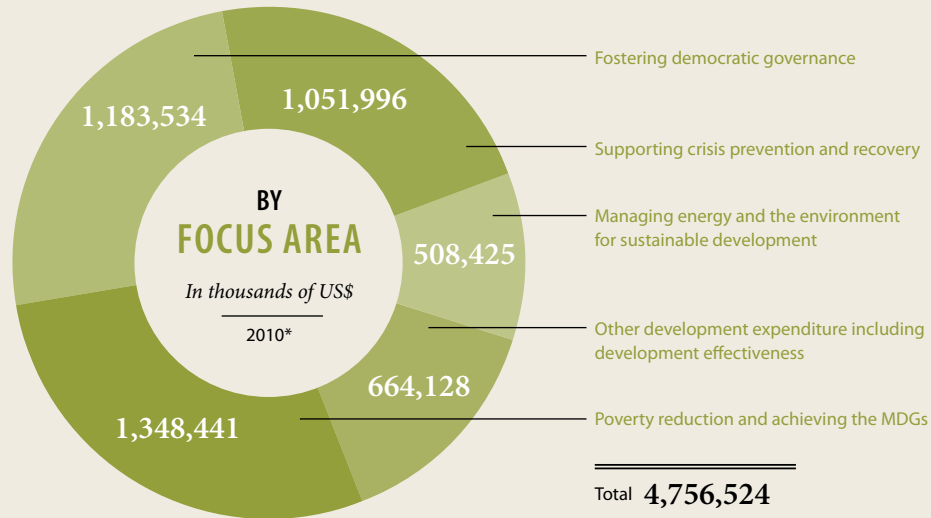
In the past, recipients of welfare often spent up to half their allowance to travel long distances in order to cash their vouchers. Now, recipients no longer have to travel and wait in long queues. Instead their money is placed straight into a bank account, promoting a practice of savings and allowing them to access it

when they need it. They can withdraw it at any Westpac bank branch or any ATM. Westpac is also enabling them to cash out their payment at any Westpac point of sale merchant, such as grocers, hardware stores and gas stations, numbering over 1,000 across the country.

The Pacific Financial Inclusion Programme, in partnership with the region's six central banks, has also formed agreements to pilot mobile phone-based financial services (known as 'mobile money') in Fiji, Papua

New Guinea, Samoa, Tonga and Vanuatu. In some countries, geographic mobile phone coverage is at 100 percent and a majority of households in most countries now have access to a mobile phone. It is expected these services will reach over **500,000 Pacific Islanders** by the end of 2011. The launches in Fiji and Tonga show that anywhere from 25 to 30 percent of those obtaining mobile wallets lack bank accounts and are entering the regulated financial system for the first time.

UNDP Provisional Programme Expenditure Distributions



* Provisional as of 28 February 2011

** 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.

*** Commonwealth of Independent States

Source: Operations Support Group/UNDP

THE HUMAN DEVELOPMENT REPORT CELEBRATING 20 YEARS

UNDP celebrated the 20th anniversary of its Human Development Report with the publication of its 2010 Report, titled *The Real Wealth of Nations: Pathways to Human Development*. Nobel Laureate Amartya Sen joined UN Secretary-General Ban Ki-moon and UNDP Administrator Helen Clark at UN headquarters on 4 November 2010 for the launch of this milestone edition.

When the first Human Development Report was published in 1990, it introduced the pioneering Human Development Index (HDI) and analysed previous decades of development indicators, concluding “there is no automatic link between economic growth and human progress.”

“The Report had a profound effect on the way policy makers, public officials and the news media, as well as economists and other social scientists, view societal advancement,” wrote Sen, who helped devise the HDI for the 1990 Report with the late economist Mahbub ul Haq, the series founder.

The Human Development Report challenges purely economic measures of national achievement, and helped lay the conceptual foundation for the Millennium Development Goals (MDGs). More than **140 developing countries** have since produced their own National Human Development Reports, including 16 in 2010. Regional Human Development Reports on gender equality in Asia and inequality in Latin America were also launched in 2010.

The 2010 Report showed that most developing countries have made dramatic yet often underestimated progress

in health, education and basic living standards in the past few decades, with many of the poorest countries posting the greatest gains. Yet the Report also documented deep gender inequalities in most countries, widening distribution disparities within and among nations and extreme ‘multidimensional’ poverty affecting 1.7 billion people in more than 100 countries.

UNDP published the 2010 Report in book form and on the web in a dozen languages. International media reaction was extensive and highly positive, with more than 2,000 separate news articles about the 2010 Report published in the weeks following the launch, plus extensive international and regional broadcast coverage. The Internet impact of the 2010 Report was greater than ever before, with more than 220,000 new website items posted about the Report worldwide, and more than four million page views and **180,000 downloads** of the Report at the Human Development Report website (<http://hdr.undp.org>). The website also features innovative new online tools that allow visitors access to extensive databases used in the Report to construct their own development indices.



UNDP's Human Development Report “has in many ways become the authoritative measure of poverty and deprivation.”

— *The New York Times*
18 November 2010

1

Poverty Reduction & Achieving the MDGs



UNDP Support to Poverty Reduction and MDG Achievement in 2010

13% Proportion of all UNDP expenditures directly related to supporting MDG progress in programme countries.

100 Number of economic planners from the Africa and Asia-Pacific regions who received UNDP training on incorporating gender into national poverty reduction strategies, economic policies and public finance plans.

29 Countries where UNDP was the principal recipient of national grants from the Global Fund to Fight AIDS, Tuberculosis and Malaria.

2010 MARKED A DECADE since countries adopted the Millennium Declaration and the eight MDGs. These Goals share the overarching goal of halving extreme poverty by 2015 the world over.

To mark this milestone year the UN held an MDG Summit in September, 2010. During the Summit, UNDP launched the MDG Acceleration Framework, based on data gathered at the country level by UNDP on what does and does not work in terms of achieving the MDGs. UNDP piloted the Framework in 10 countries, in partnership with their governments. Each country chose specific MDGs as their main focus area and identified the constraints to faster progress, solutions to address them and partners to implement those solutions.



A woman employed through India's National Rural Employment Guarantee Scheme in the Bhilwara district of Rajasthan accesses her employment information at a People's Information Kiosk powered by biometric technology, set up with UNDP support. The kiosks are part of a wider UNDP and Government effort to empower workers and improve transparency and accountability in the world's largest employment guarantee scheme.

In one pilot country, **COLOMBIA**, the Government applied the Framework at the local level to reduce sharp differences in MDG achievement. In the region of Santander, the Framework identified serious obstacles to achieving MDG 5, which tackles maternal health. Acting on the Framework's recommendation, Santander's Government forged key partnerships with international agencies, local educational institutions, private clinic associations and parent groups. Today, Santander is on track to achieve, by 2015, the national targets of increasing the proportion of women having four or more prenatal checkups to 90 percent; reducing the cervical cancer mortality rate to 5.5 per 100,000 women; and lowering the teen pregnancy rate to 15 percent.

Fighting Poverty with Knowledge and Know-How

UNDP provides countries with evidence-based policy advice as well as the connections and know-how to access and manage national and international resources to ensure solid development results. In **JAMAICA**, UNDP assisted the Government in its negotiations with domestic creditors for a debt conversion that was completed in January 2010. The conversion resulted in savings in annual interest payments of \$550 million, equivalent to 3 percent of Jamaica's Gross Domestic Product. To help support the Government's macroeconomic planning and its efforts in canvassing multilateral

UNDP works to make real improvements in people's lives and in the choices and opportunities open to them.

A worker checks airplane components in an aerospace factory in Mexico. UNDP is helping the aerospace industry there with the necessary technology, training and knowledge needed to compete on the international market.



organizations, UNDP financed a number of studies on tax expenditure and prioritizing government expenditure.

UNDP supported the development of **ETHIOPIA'S** first commodities exchange, an innovative collaboration of public and private entities that has modernized agricultural marketing by connecting farmers, traders, buyers and exporters to a one-stop exchange market where they meet face-to-face. An estimated 850,000 farmers — roughly 12 percent of the national total — are now benefiting from the Ethiopian Commodity Exchange. January 2011 marked its thousandth day of operation, with over one billion dollars worth of commodities traded. Today, the Exchange has 450 members, 5,400 clients and oversees an average of 14,527 trades each day.

Involving People in Development

Development can only thrive when there is investment in people and institutions and where governments are responsive and accountable to their citizens. In **ARMENIA**, UNDP has been focusing on poverty reduction support at the local level, where homegrown solutions have taken hold.

As a result, UNDP's programme of local development projects has contributed to bridging serious socioeconomic gaps in Armenia. UNDP has trained more than 600 start-up entrepreneurs in some of the country's most remote and underdeveloped communities and provided almost half a million dollars worth of loans, an investment that has resulted in more than 290 new businesses. Additionally, in each community where UNDP initiates projects, citizen groups work with municipal staff to identify and set budget priorities. Draft budgets are then distributed to everyone and public hearings are organized for debate and discussion, ensuring broad-reaching participation.

Women and Poverty

A UNDP programme, established in partnership with the IKEA Foundation, is boosting literacy levels, leadership abilities and economic opportunities amongst women in Uttar Pradesh, **INDIA'S** most populous state. By February 2011, the initiative had reached 42,000 women in 500 villages through hundreds of newly formed self-help groups.

Women members of these groups receive training and awareness classes on a number of social issues affecting women, including financial literacy, domestic violence, child labour, legal aid and their rights and entitlements under various government schemes. Women encourage each other to participate in council elections, with 278 women winning local elections in 2010. Participants are also creating new businesses that are women-owned and managed. As part of the programme, UNDP is helping to register a dairy federation that employs 12,000 women, in addition to a crafts federation that provides income for 5,000 women shareholders.

As of December 2010, a UNDP-supported project in **SYRIA** on women's empowerment and poverty alleviation has been part of a national programme that fosters the improvement of women's lives through a wide range of social and economic opportunities. Implemented by the Ministry of Social Affairs and Labour, in cooperation with UNDP, the project provides a combination of small-enterprise support for women, along with life-skills training to better take care of their households and

Development can only thrive when there is investment in people and institutions.

Myanmar — UNDP's Community Development for Remote Townships programme provides vocational training and access to credit for the rural poor, especially women.



250,000

The number of people in Armenia who have benefited from UNDP local development programmes targeting water, sanitation, electricity, gas, job creation, microfinance and environmental renewal.

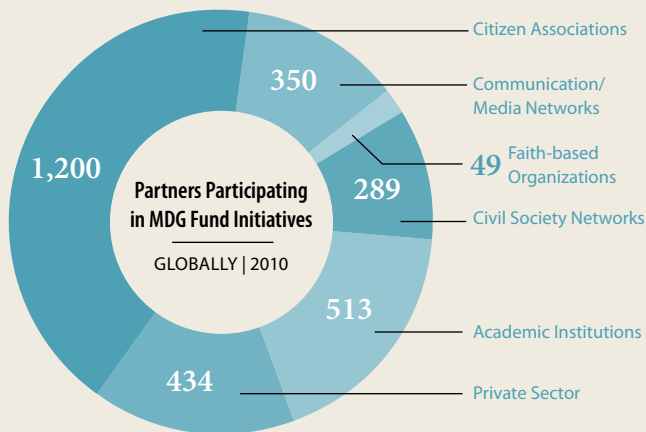
\$550 MILLION *The savings in annual interest payments in Jamaica after UNDP helped to negotiate with domestic creditors.*

850,000

farmers benefiting from the Ethiopian Commodity Exchange.

600+

The number of start-up entrepreneurs UNDP trained in Armenia.



THE MDG ACHIEVEMENT FUND

UNDP administers the MDG Achievement Fund on behalf of the UN system. The Fund is an interagency initiative that supports national efforts to reduce poverty and inequality and achieve the MDGs. It is currently financing 128 joint UN-agency development programmes in 49 countries. It adopts a collaborative approach that brings together almost 3,000 civil society partners, 20 UN agencies and the national and local authorities of 29 countries.

The Fund is currently financing 128 joint UN-agency development programmes in 49 countries.

In **ETHIOPIA**, the Fund is contributing to a Government-led national child nutrition programme. The programme has trained close to 700 health workers in 16 districts on the management of severe acute malnutrition cases in children. All 16 districts have begun

therapeutic feeding interventions for 9,733 malnourished children receiving life-saving treatment in the first half of 2010; 85 percent of these children have recovered. The nutrition programme is also improving the knowledge of government and civil society groups in eight districts on issues related to child malnutrition.

In **COSTA RICA**, support from the Fund is helping to increase young people's access to decent employment opportunities. It has established 'one-stop shops' in the municipalities of Desamparados and Upala where over 1,500 young people have tapped services that improve their links to employment and entrepreneurial opportunities. Priority is given to rural citizens, women, migrants and ethnic minority groups. These services include anything from help for writing CVs and preparing for job interviews, to training on drafting business plans, English and web design classes.



↑ Thirty-five thousand people took to the street in Addis Ababa, Ethiopia on 21 November 2010 to participate in the biggest road race on the African continent, the Great Ethiopian Run. The MDG Achievement Fund partnered with the Run to advocate for the MDGs.

children. UNDP also worked with local authorities to encourage male family members to grant inheritance rights to women, enabling women to leverage property rights for access to microloans.

By the end of 2010, the project had targeted more than 70 villages, particularly in disadvantaged areas in the north-eastern region, and had dispersed funding to more than 230 income-generating projects. Training was offered to 3,145 women and 40 literacy courses were conducted. The League of Arab States highlighted the initiative as a model for the region.

HIV and AIDS

UNDP works with countries and a number of other UN agencies, international organizations and local NGOs to strengthen their national response to HIV and AIDS. In **LIBERIA**, civil war had damaged or destroyed 95 percent of the country's 325 health facilities, leaving its people even more vulnerable to preventable diseases like malaria, tuberculosis and HIV and AIDS. A UNDP-led programme has provided the Ministry of Health with the expertise required to take over as the principal recipient of a multi-million-dollar grant by the Global Fund to Fight AIDS, Tuberculosis and Malaria. UNDP hosted a number of training sessions for ministry staff, provided on-site mentoring to health workers in 15 counties, and brought senior officials for a study tour to **GHANA** and **RWANDA**, countries that both successfully manage their own Global Fund programmes.

As a result, Liberia's Ministry of Health was able to produce standard operating procedures to guarantee quality care and treatment for patients. It now has a computerized accounting system and follows standard financial and auditing procedures. Through UNDP support, the National Drug Service now procures and provides HIV and AIDS drugs worth more than \$2 million, almost four times greater than prior to the programme. By the end of 2010, more than 150,000 people received counselling and treatment for HIV and AIDS at 114 new centres, tens of thousands of pregnant women were tested for HIV and the Ministry of Health now directly receives and manages its Global Fund money.

150,000 people in Liberia have received counselling and treatment for HIV and AIDS with UNDP help.

95% of UNDP's partners consider the organization to be a 'critical partner' in contributing to the MDGs.

5,000

The number of women shareholders belonging to a UNDP-supported crafts federation in India.

Lebanon — A ketchup producer prepares a recipe that is unique to her region; she belongs to a woman's cooperative, part of a nationwide network established with UNDP's support.



Creating Resilient Economies in Mongolia

A pioneering UNDP microfinance programme, initiated in the early days of Mongolia's shift towards democracy, has transformed the lives of thousands of Mongolians by creating economic opportunities, and helping to insulate them from uncertainties in a competitive market economy.

During the 1990s, Mongolia began its transformation from a centrally planned economy under the Soviet Union to a market-driven one. Market liberalization, currency reform, financial-sector restructuring and administrative decentralization opened up new possibilities for small and medium-sized industries.

While the country's economic growth accelerated impressively, not everyone benefited from the robust changes. Those living below the poverty line and families outside the city centres often got left behind.

To extend some of the benefits of the new economic liberalization to less-advantaged communities, the Government embarked on an experimental pilot programme in microfinance with the support of UNDP and its global MicroStart programme.

In partnership with the Government and several NGOs, UNDP provided an initial grant of \$1 million to pave the way for the country's early microfinance

programme. MicroStart officially registered in 1999 in Mongolia and over the next several years the regulatory framework for microcredit in the country took shape.

Subsequently, the Asian Development Bank, Mercy Corporation and other donor agencies became involved. By 2001, the initiative had evolved into XacBank, an independent commercial bank operating on a market basis.

From the start, microfinance, including financial services like credit, insurance, transfers and — most importantly — savings, were targeted towards low-income people. Access to credit services expanded across Mongolia's rural areas, and continues to do so today with the use of mobile banking services.

Today, XacBank is a self-sustaining and profitable enterprise with nearly 85,000 loans. Its collaboration with UNDP evolved and remained concentrated on helping the poor. From 2006 to 2008, XacBank became a partner financial institution in providing loans at a special rate to UNDP-assisted small entrepreneurs. In 2010, XacBank developed a separate eco-products programme, which offers low-interest loans for energy-related products for low-income clients. These new programmes illustrate the dynamism of the bank, and its ability and willingness to develop new areas in line with the client and national needs.

\$1 MILLION

Amount of initial grant provided by UNDP to pave the way for Mongolia's early microfinance programme.

85,000

Number of loans XacBank holds today.

250,000

Amount in togrogs (roughly \$200) that Tsetsegdelger received as her first loan.



Tsetsegdelger Byamba and her husband Hatanbaatar were among those who lost everything following the dissolution of the Soviet Union in 1991. Unemployment, a daughter's illness and a fire in their home destroyed life as they knew it.

Tsetsegdelger approached XacBank in 2004 and received her first loan of 250,000 togrogs, roughly \$200, to expand her recycling business. Over the next few years, she received additional small loans to build a greenhouse and buy chickens and roosters. "My life from 2000 to 2009 is the story of not giving up," she says.

Her recycling business grew and now produces reusable cotton bags. Her chicken and vegetable farm is thriving. She even formed her own self-help loan group for women who can access loans from XacBank for their own small businesses.

2

Democratic Governance

UNDP Support to Democratic Governance in 2010

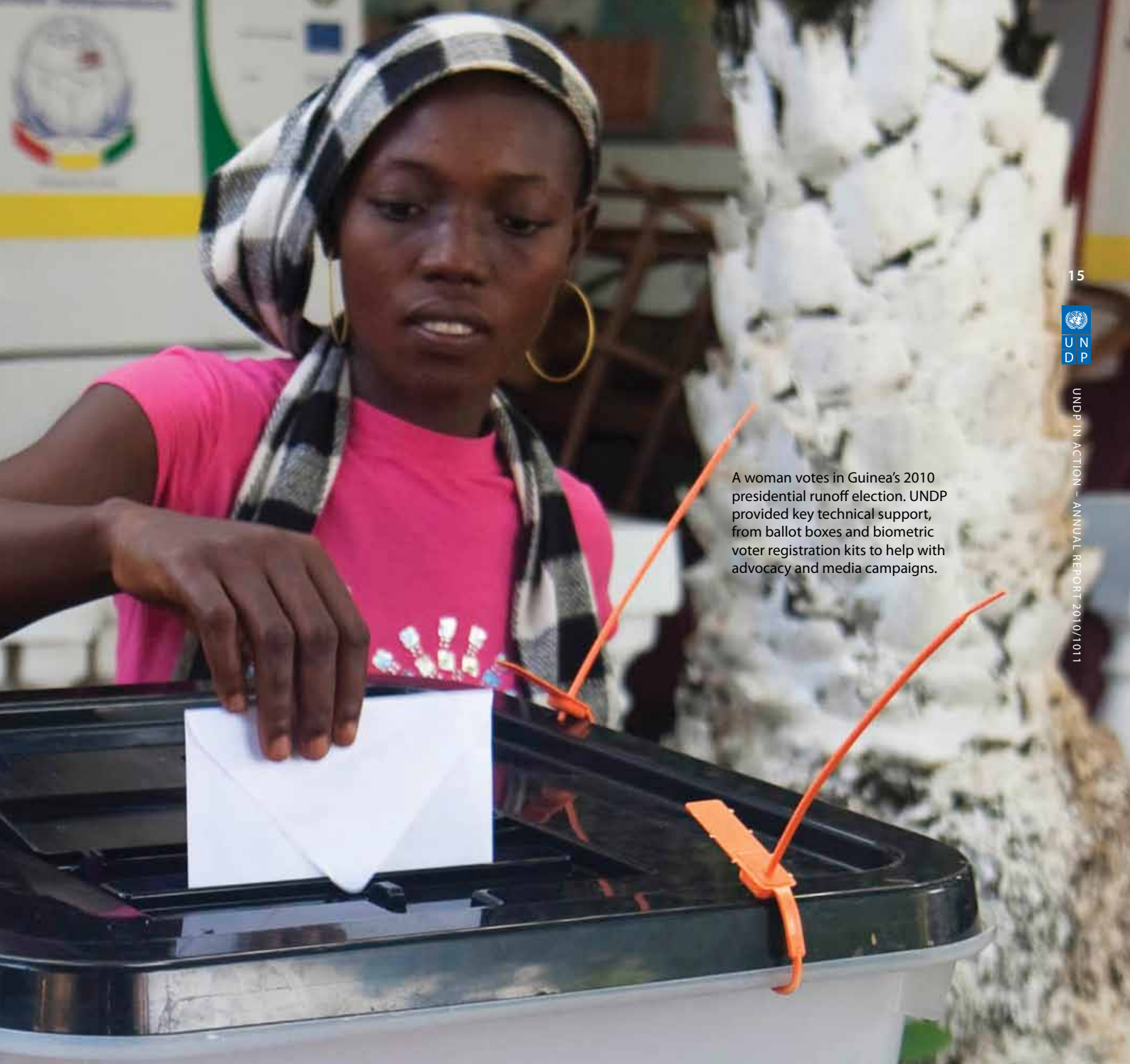
128 Countries receiving UNDP support for democratic governance.

60 Countries receiving electoral cycle assistance from UNDP.

103 Countries receiving support from UNDP for national anti-corruption efforts.

UNDP PLAYS A KEY ROLE in strengthening democratic governance around the world. We support an election somewhere in the world on an average of every two weeks (see Up Close: Tanzania p. 18); we are working to strengthen one out of every three national parliaments; and we are assisting dozens of countries in making the law work for everyone. Throughout, we work closely with national institutions like ministries, the judiciary, parliaments and electoral commissions, providing the advice, infrastructure, organization and training needed to make decisions that lead to lasting change.

In **IRAQ**, UNDP played a role, along with the UN's Assistance Mission in Iraq, in supporting the March 2010 National Parliamentary elections, through



A woman votes in Guinea's 2010 presidential runoff election. UNDP provided key technical support, from ballot boxes and biometric voter registration kits to help with advocacy and media campaigns.

the drafting of standard operating procedures for polling. These procedures included measures to prevent, detect and address possible irregularities. A recount that resulted in no significant discrepancies highlighted the success of UNDP support and helped transform public confidence in the election process.

Justice, Human Rights and Anti-Corruption

In 2010, dozens of countries benefited from UNDP's support to governments and their ability to fight corruption. UNDP is experiencing increasing

demand for such assistance as countries seek to comply with international human rights obligations and anti-corruption and transparency standards.

Three years after the end of its civil war, the **SIERRA LEONE** Ministry of Mineral Resources requested help from UNDP to pilot a GPS-based computer system to allow for the administration of mineral licenses, a move that would bring more transparency to the mining sector. The Government now uses the system as its official process for issuing and managing mineral licenses. With over 15,000 documents digitized and linked directly to their respective licenses, the system has revolutionized record keeping in the minerals

UNDP has "a significant strategic focus" on good governance [and] human rights-based approaches to government.

— From a partner survey conducted by the Multilateral Organisation Performance Assessment Network, 19 February 2010

UNDP is ensuring that the voices and needs of ordinary people are heard and taken into account.

Participants at a UNDP-organized journalism training in Colombia in June 2010. Journalists from Colombia, Ecuador and Panama focused on coverage of Latin America's Afrodescendant population using digital journalism.



sector of Sierra Leone. Boundary disputes have been dramatically reduced and the average waiting time for license applications has dropped from 78 days to 9 days.

Most importantly, the system has laid an essential foundation for transparency, since it provides an archive of mineral licenses that can be easily queried by citizens, civil society organizations, businesses and development agencies. It is regarded by all stakeholders — including the Government, mining companies and international donors and agencies — as credible, efficient and transparent. With funding mobilized from additional partners, the initiative is now expanding to add revenue data from tax and customs authorities, and to establish a web portal for online access to the information. This will mark another important milestone in improving the transparency surrounding resources generated by mining in Sierra Leone.

In **JORDAN**, UNDP strengthened local governance in two thirds of all municipalities by partnering with the Government to design and implement an electronic property-tax collection system at the national and subnational levels. The targeted municipalities in Jordan were able to assess and collect property tax last year through this new process, which resulted in an increase in tax revenues, improved transparency and additional funding for local development.

A number of international treaties call for the provision of equal access to justice by all citizens of a country. UNDP has been working in **GEORGIA** on a programme to boost reforms in the justice system. As Georgia's national Legal Aid Service develops into an effective and highly professional institution, UNDP has been on hand to provide support for training lawyers and educating the public about their rights as citizens. Through UNDP assistance, the Legal Aid Service has opened 11 offices and three consultation centres across the country, many of them located near remote populations in need of such legal aid. In 2010, it received more than 20,000 applications for legal advice and assistance. For the majority of clients the service represents their last hope for a fair trial.

In **MONTENEGRO**, UNDP has been supporting NGOs to secure critical identification documents for the country's Roma population. By the end of 2010, more than 600 Roma had received vital personal documents, enabling them to access previously inaccessible social services, including health insurance, schooling, employment services and welfare assistance. The UNDP initiative is part of a greater regional project that offers development opportunities and social services to Roma living in the Western Balkans.

15,000 The number of documents digitized and linked directly to their respective mineral licenses in Sierra Leone.

2/3 of all municipalities in Jordan are now using a UNDP-created electronic property tax collection system.

UNDP has stepped up its focus on women and their role in good governance.

43% of appointed ministry positions in Burundi are now filled by women.

The average waiting time for mineral license application processing in Sierra Leone has dropped from **78 → 9 days**

600 Roma in Montenegro received vital personal documents by the end of 2010.

Governance for All

One element of UNDP's governance work is ensuring that the voices and needs of ordinary people are heard and taken into account, especially those belonging to marginalized or vulnerable groups. For example, in **LAO PDR**, the Ministry of Information and Culture — in partnership with UNDP — established the country's first community radio station in Khoun district that broadcasts in the three languages spoken by different ethnic groups.

Today, the Khoun radio station broadcasts public service announcements and programming on various social issues like health, education and employment, or safety topics such as unexploded ordnance. As a result, the district is experiencing higher vaccination rates, more medically-assisted births and the adoption of new and improved farming methods. The Government is now planning to replicate similar community radio stations in each of Lao PDR's 47 poorest districts and has asked for UNDP's assistance. UNDP has meanwhile financed two new stations in the country's south-east with plans to support four more.

Over the last few years, UNDP has stepped up its focus on women and their role in good governance. In **BURUNDI**, UNDP worked closely with the women's movement to promote their participation in the election process. For example, UNDP provided funding and general support for the establishment of a network of locally-elected women officials; financed free national identity cards for women candidates and voters to ensure their enrolment in the process; and provided training to women candidates.

UNDP's work contributed to the election of a historic number of women. Burundi's July 2010 parliamentary and legislative elections resulted in 34 out of 106 available seats filled by women candidates; in the Senate, women took 19 of the available 46 seats, making Burundi the first country in Africa to have such a high representation of women in the Senate. Lobbying efforts helped to ensure compliance with national quotas so that 43 percent of appointed ministry positions are now filled by women.



Voters form long queues at a polling station in southern Sudan during the Referendum in January 2011.

SOUTHERN SUDAN REFERENDUM

The 2005 Comprehensive Peace Agreement that brought to an end two decades of civil war in **SUDAN** called for a referendum on self-determination for southern Sudan, which was held on 9 January 2011. The referendum gave southern Sudanese the opportunity to vote either to confirm unity of Sudan or for secession. UNDP worked closely with the rest of the UN family in support of the authorities and the people of Sudan to deliver a successful and peaceful referendum that resulted in an overwhelming vote for independence.

Through the UN Integrated Referendum and Electoral Division (UNIRED), set up together with the UN Mission in Sudan (UNMIS), UNDP managed a donor basket fund of more than \$56 million, constituting the bulk of international assistance for the referendum process.

UNIRED helped procure 3,160 registration kits, 7.5 million ballots and 8,500 polling booths, and delivered polling materials via commercial trucks, helicopters and UNMIS air drops.

UNIRED also supported voter-education initiatives and media training workshops, contributing to the fact that at least 90 percent of people in southern Sudan knew both the date and the location of their local polling station. As a result, the 2.3 million voters participating in the week-long referendum significantly exceeded the threshold number required to make the referendum results legally binding.

In addition, UNIRED helped deploy more than 500 domestic observers to 62 counties during the voter registration period. With assistance from donors and neighbouring countries, UNDP placed more than 100 accountants, economists, engineers and other professionals in all 10 states in southern Sudan. These civil servants, recruited through the UN Volunteers (UNV) programme, are working alongside local government workers to build skills so government institutions can be self-sustaining in the future.

2.3 MILLION

The number of people who voted in the southern Sudan Referendum.

19

The number of women senators in Burundi out of 46 seats.

47

The number of planned community radio stations to be established in each of Lao PDR's poorest districts.

Georgia — Trained lawyers provide legal advice to the poor in legal aid centres established with UNDP's support.



Paving the Way for Peaceful Elections in Tanzania

The Tanzania 2010 election and the Zanzibar 2010 referendum on constitutional change stand out as milestones for the country, for Africa and for elections and democracy around the world.

Tanzania successfully held a multi-party general election on 31 October 2010, peacefully choosing the national and Zanzibar presidents and parliaments. UNDP played an important role throughout the five-year election cycle that began in 2005.

A \$12 million UNDP programme assisted Tanzania's election management bodies, parliaments and political parties in the years between elections. UNDP worked with the Government on developing the new election law, building up the institutional capacity of the National Electoral Commission and the Zanzibar Electoral Commission and improving the voter registry. UNDP also provided technical advice on the review of the legal framework for elections, including the introduction of an Election Expenses Act aimed at curbing corruption in campaigning and voting.

Starting in 2009 an additional \$28 million election-support project bolstered a range of activities in preparation for the 2010 polls, including technical assistance to election management offices and procurement of electoral material and voter registration equipment. In Zanzibar, where every election since independence has been marred by

fatal violence, UNDP worked with government, law enforcement agencies and communities to help maintain peace and security. This helped to ensure a peaceful environment for a trouble-free referendum in July 2010 and a historic peaceful election in October.

Nearly 20 million people registered to take part in the 2010 general election last year. UNDP's voter-education project used small grants to local NGOs to reach remote areas of the country, first-time voters and those who traditionally do not vote. Innovative methods helped to reach potential voters through theatre groups, rural community radio for women's groups and voter information in Braille for the blind.

The multi-donor project also provided training for judges, women candidates, women's association members, 5,000 party officials and 9,000 police officers. It established a mobile phone messaging system that allowed voters to find out polling station locations and their registration status. Finally, the UNDP project created a modernized e-results management system that improved vote tallying. More than 7,000 domestic election observers received training and support.

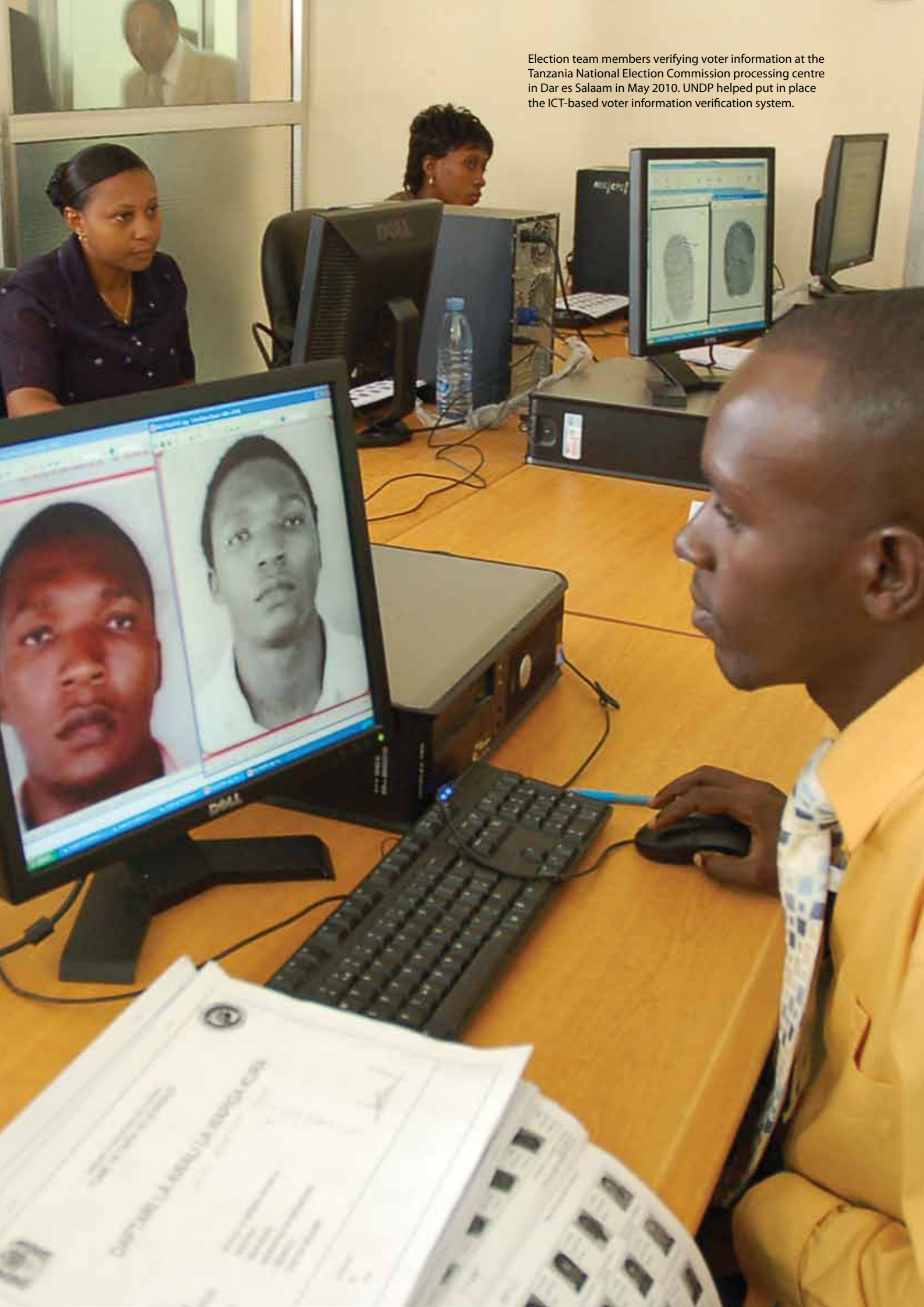
Early collaboration with a range of international donors, national institutions, NGOs and media provided the foundation for improved democratic governance in Tanzania. The long and productive engagement that UNDP has with electoral bodies in Tanzania has played an important role in helping to strengthen democracy in the country.

20 MILLION
The number of people who registered for the 2010 general election.

5 Length, in years, of the election cycle UNDP supported.

7,000
The number of Tanzanian election observers who received training and support from UNDP.

Election team members verifying voter information at the Tanzania National Election Commission processing centre in Dar es Salaam in May 2010. UNDP helped put in place the ICT-based voter information verification system.



2010

Mapping UNDP's Results Around the World

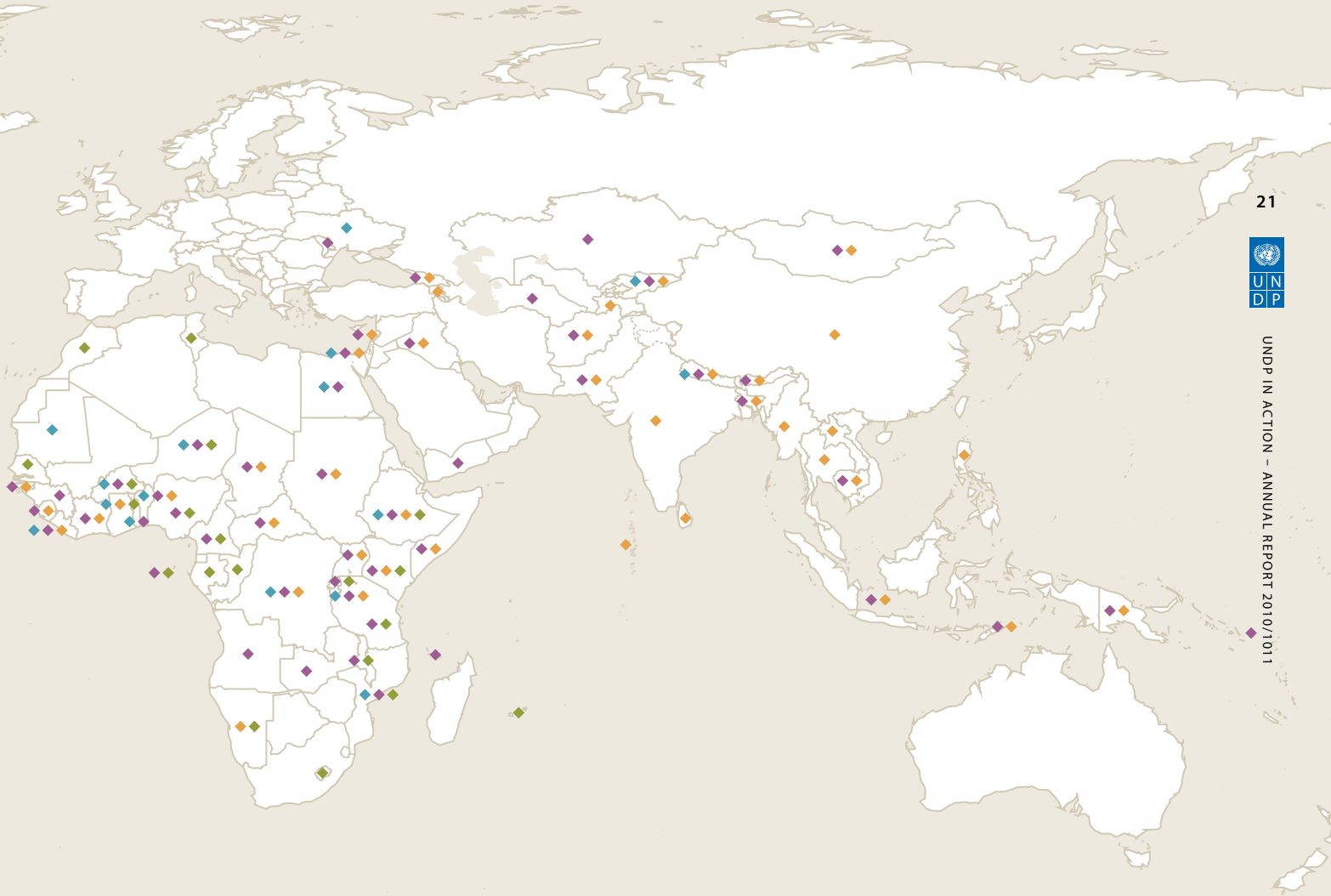
Highlights of results for specific UNDP programmes achieved in 2010

UNDP Support to National MDG Reports

Benin	Mauritania
Burkina Faso	Mozambique
Burundi	Nepal
Democratic Republic of the Congo	Niger
Egypt	occupied Palestinian territory
Ethiopia	Togo
Ghana	Ukraine
Kyrgyzstan	Uruguay
Liberia	

Support to Elections

Afghanistan	Ethiopia	Nigeria
Angola	Georgia	occupied Palestinian territory
Bangladesh	Guinea	Pakistan
Benin	Guinea-Bissau	Papua New Guinea
Bhutan	Guyana	Rwanda
Burkina Faso	Haiti	São Tomé and Príncipe
Burundi	Honduras	Sierra Leone
Cambodia	Indonesia	Solomon Islands
Cameroon	Iraq	Somalia
Cape Verde	Kazakhstan	Sudan
Central African Republic	Kenya	Suriname
Chad	Kyrgyzstan	Tanzania
Chile	Lebanon	Timor-Leste
Colombia	Liberia	Togo
Comoros	Malawi	Trinidad and Tobago
Côte d'Ivoire	Mexico	Turkmenistan
Democratic Republic of the Congo	Moldova	Uganda
Dominican Republic	Mongolia	Yemen
Egypt	Mozambique	Zambia
El Salvador	Nepal	
	Niger	



Building Back Better After Crisis and Disaster

Afghanistan	Dominican Republic	Myanmar
Armenia	Ethiopia	Namibia
Bangladesh	Georgia	Nepal
Benin	Ghana	occupied Palestinian territory
Bhutan	Guinea-Bissau	Pakistan
Bolivia	Haiti	Papua New Guinea
Burundi	Honduras	Philippines
Central African Republic	India	Sierra Leone
Cambodia	Indonesia	Somalia
Chad	Iraq	Sri Lanka
China	Kenya	Sudan
Colombia	Kyrgyzstan	Tajikistan
Costa Rica	Lao PDR	Timor-Leste
Côte d'Ivoire	Lebanon	Thailand
Democratic Republic of the Congo	Liberia	Uganda
	Maldives	Uruguay
	Mongolia	

UNDP Support for Adaptation to Climate Change

Burkina Faso	Mozambique
Cameroon	Namibia
Congo	Niger
Ethiopia	Nigeria
Gabon	Rwanda
Ghana	São Tomé and Príncipe
Kenya	Senegal
Lesotho	Tanzania
Malawi	Tunisia
Mauritius	
Morocco	

The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations.

* Dotted line represents approximately the Line of Control in Jammu and Kashmir agreed upon by India and Pakistan. The final status of Jammu and Kashmir has not yet been agreed upon by the parties.

Source: UN Cartographic Unit

3

Crisis Prevention & Recovery

UNDP Support to Crisis Prevention and Recovery in 2010

86 Countries receiving UNDP support for crisis prevention and recovery.

68% Proportion of UNDP's crisis prevention and recovery expenditures that are focused on gender equality.

8,000,000

The number of work days that UNDP's job creation and cash-for-work initiatives produced for men and women affected by crisis.

UNDP'S WORK IN CRISIS PREVENTION and recovery helps countries prevent armed conflict, mitigate the effects of natural disasters, and build back better and stronger when crises happen. UNDP integrates peacebuilding into relevant poverty and democratic governance programmes, and offers expertise in reducing the risk and impact of natural disasters. As countries struggle to recover from crisis, UNDP provides the critical link between immediate humanitarian work and long-term development efforts.





A mine clearance worker at work in the Democratic Republic of the Congo. UNDP supports mine action in countries around the world in addition to advocating for the issue in general.

Women and Crisis

UNDP places the rights and needs of women and girls at the centre of crisis prevention and recovery, from promoting gender justice and women's participation in political and peace processes to ensuring equality in disaster recovery and risk reduction. No society can consider itself 'crisis free' without the eradication of gender-based violence. In **SOMALIA**, where tensions between formal and traditional legal systems often perpetuate gender inequality, UNDP facilitated the establishment of a referral system, through which clan elders refer cases of gender violence to formal courts.

“[UNDP] has a key role to play in fragile and post-conflict states, particularly when it comes to the international community's engagement in governance and state-building.”

— From a review commissioned by The Permanent Mission of Denmark to the UN in New York, November 2010

In Somalia, the referral system along with the work of the Sexual Assault Referral Centre increased referrals by 44 percent, compared with 2009. UNDP supported the Ministry of the Interior to establish and staff special units in Somalia police stations for women and children victims of crime.

Niat Zareen and her family lost their home in the devastating Pakistan floods of 2010. With UNDP's support, she and thousands of other families have moved out of temporary camps and into disaster-resistant homes built by the recipients themselves.



PAKISTAN • SUPPORTING SUSTAINABLE RECOVERY FROM THE 2010 FLOODS

The epic floods that affected 18 million people across one fifth of Pakistan in July, August and September of 2010 were the worst ever recorded; parts of southern Pakistan remained under water for months.

As a result of its long-standing presence in Pakistan, together with the financial support of a range of partners, UNDP was able to rapidly launch an early recovery programme to help communities in the worst-affected areas start to rebuild their lives while supporting government institutions in their efforts to respond to the urgent needs of the crisis.

At the onset of the floods, UNDP quickly fielded 31 additional staff, including crisis and recovery experts and operational and support staff from across the world. UNDP also provided \$4.7 million from its Crisis Prevention and Recovery Trust Fund, allowing the Country Office in Pakistan to



develop a recovery strategy, commence immediate recovery work and raise an additional \$80 million.

More than 200,000 people are benefiting directly from UNDP projects to support the first stages in their recovery.

For example, in Punjab province, UNDP provided seeds and fertilizers to small farmers whose land and equipment were destroyed in the floods. Beneficiaries were able to recultivate 7,000 acres of land as a result. Thousands of farmers in the province's south are also participating in cash-for-work initiatives through UNDP as part of a project to repair damaged roadways linking farming villages with local markets.

Also in southern Punjab, more than 1,000 women have teamed up under a UNDP project to clear debris from public buildings, fields and private residences. They receive \$176 for 50 days of work, and many are using the income as start-up funds for small businesses.

Across all these areas, hundreds have used the services of UNDP mobile facilities that issue and replace identity papers and other documents necessary as the first step in making claims for assistance. Going forward, UNDP will continue to work with the Government of Pakistan at the federal and local level and with NGO partners in 28 of the worst-affected districts to continue supporting local-level early recovery initiatives.

In **AFGHANISTAN**, UNDP has made gender a key part of its support to the Government and the UN's mission there. By the end of 2010, the initiative had trained 300 police trainers on how to respond to domestic violence and it had recruited 832 new female police officers, bringing the total number of women in law enforcement to 1,073 in the Afghan National Police. UNDP also established a special unit on gender in the Ministry of the Interior, and now provides logistical and information technology support as well as on-the-job training to police-women and the men with whom they work.

Conflict Prevention

A large part of UNDP's work in preventing violent conflict, and its recurrence, involves working with local communities and governments to set up ways for managing disputes through inclusive participation and dialogue.

UNDP played a critical role in preventing violence in connection with **KENYA'S** 2010 referendum on its Constitution. UNDP worked with national partners on reaching consensus on the draft Constitution

85%

of people exposed to natural disasters live in countries with medium to low levels of human development, compounding existing poverty and inequality.

Kazakhstan — UNDP has prepared local authorities in the Altai-Sayan region for the likelihood of increased forest fires as a result of climate change.

183

The number of survivors of sexual and gender-based violence in DRC that have benefited from paralegal services supported by UNDP.

7,000

acres of land were recultivated in Punjab province, thanks to UNDP, after the 2010 Pakistan floods.



prior to elections; instituting credible electoral procedures; and implementing an early warning and response system that used text messaging, media alerts and UNDP-trained ‘peace monitors’ who were deployed to over 100 districts. These efforts prevented potential violence in the Rift Valley province. According to a group of 300 Kenyan business leaders, post-election violence in 2008 cost Kenya approximately \$3.6 billion and nearly 500,000 lower and middle-income jobs. Over 300,000 people were displaced from their homes and 1,200 lives lost. In contrast, the 2010 referendum did not see a single incident of violence.

In **GHANA**, the UNDP-assisted National Peace Council successfully mediated the Bawku conflict, which had started to claim lives. This has paved the way for economic and civic activities to resume, such as the reopening of markets, schools and health facilities, the return of civil society organizations and the holding of local-level elections.

Small Arms, Armed Violence and Mine Action

Landmines and unexploded ordnance kill and maim hundreds of people each year, restrict access to public areas, keep valuable land off-limits for farming and prevent repairs to roads, hindering the distribution of public goods and services.

For the past 18 years, in partnership with other UN agencies, UNDP has been clearing landmines and helping the Government of **CAMBODIA** to assist victims and raise public awareness about the risks of landmines. Today, the Cambodian Mine Action Authority has become a fully functional, nationally managed organization. UNDP has helped to raise more than \$50 million for the Cambodia Mine Action Programme. The Authority, in turn, has hosted study tour groups from half a dozen countries, including **AFGHANISTAN** and **COLOMBIA**.

In 2010, UNDP and the Cambodian Mine Action Centre cleared more than 6 million square metres of contaminated land and destroyed 7,000 anti-personnel mines, 150 anti-tank mines and over 30,000 items of explosive remnants of war, such as grenades, rockets and bombs. As a result, an estimated 10,000 families have benefited, either from gaining access to newly cleared land for farming or to sources of irrigation, roads, health centres and other critical infrastructure. Nearly 2,000 students will now be able to attend schools in areas that were cleared of mines in 2010.

Natural Disaster Prevention and Recovery

In the past decade, UNDP has assisted over 50 countries in adopting new laws and policies and establishing new institutions specifically addressing the need to minimize the effects of natural disaster. In 2010, the UNDP Regional Urban Risk Programme in Latin America and the Caribbean reinforced the ability of national and local governments to reduce disaster risk. For example, the programme contributed to the creation of a national legislative framework of **HONDURAS**; established the National Seismic Reduction Plan in the **DOMINICAN REPUBLIC**; and helped ensure that disaster risk reduction is integrated into development efforts in 12 municipal governments in **ECUADOR**.

With UNDP support and advocacy work, four high disaster-risk provinces of **PAPUA NEW GUINEA** now have disaster-management offices that are fully functioning, with adequate staff and well-equipped emergency operations centres. All four provinces have established disaster-management committees with representatives from NGOs, women’s and youth groups and church and civil society organizations. Two of the provincial governments have now allocated sizable budgetary resources for disaster risk management.

As countries struggle to recover from crisis, UNDP provides the critical link between immediate humanitarian work and long-term development efforts.

In Somalia, the referral system along with the work of the Sexual Assault Referral Centre increased referrals by

44%

21

The number of countries in 2010 that UNDP assisted in their efforts to control the collection and destruction of weapons and draft new legislation and regulations on weapons control.

6,000,000

Square metres of land in Cambodia cleared of mines with UNDP support.

Timor-Leste — Security guard training by French police, supported in part by UNDP.



Empowering the Lives of Iraqi Women through Security

A UNDP programme in Iraq is working to advance rule-of-law programmes that increase protections and access to justice for women, part of a greater effort to improve security in the country.

“The security situation in general has obviously hit the vulnerable populations worst, and when we look at the situation for women, there is a fear that — rather than improving — the situation since 2003 has deteriorated,” said Helen Olafsdottir, a UNDP Iraq-based adviser for crisis prevention and recovery. “We’ve found that there was a huge gap in terms of addressing issues of domestic violence, and gender-based violence in general.”

In Iraq, there is not a strong legal framework to protect women from abuse, a challenge compounded by a lack of shelters and adequate training for medical and law enforcement authorities to respond to instances of gender-based violence.

In September 2010, UNDP helped coordinate a training course in Erbil for police officers, social workers, lawyers and judges from across

Iraq, showcasing regional best practices for law enforcement responses and support services for survivors of gender-based violence.

Jordanian police trainers helped to teach the first set of 40 Iraqi officers — 20 from the central Government, and 20 from the Kurdistan Region — on how to run family protection directorates. The involvement of Jordanian trainers ensured cultural familiarity with Iraqi police officers, and encouraged regional cooperation.

Through two other UNDP rule-of-law projects, each running through the end of 2011, the Government is conducting a comprehensive training programme to raise awareness among Iraqi judges of international and Iraqi standards on women’s rights and the right to fair trial.

The programme consists of 23 training courses on a range of legal and administrative topics, including gender-based violence, gender equity, arbitration, procedural law, conducting fair and just investigations, anti-corruption efforts, human rights, family law, strategic planning, training of trainers and judicial ethics. By January 2011, more than 400 Iraqi judges had attended these training courses.

1 in 5

women (age 15–49) has suffered physical violence from her husband in Iraq.

14%

Proportion of women who are pregnant at the time of abuse.

23

The number of UNDP-sponsored training courses being offered to Iraqi judges on the topic of women’s rights and fair trial.



Gulizar Mohamad Omer is a social worker and the deputy head of Dahuk Women's Shelter in Kurdistan, Iraq, which was established in part with UNDP support. After three years at the shelter, she says that many abused women who come to the shelter for help must return to their communities because they lack other options. Back home they face great difficulties in leading a normal life free from stigmatization.

Increased legal and economic empowerment for survivors of violence can hopefully go a long way toward addressing these major challenges. UNDP is supporting a network of women's shelters as they work to improve their services for women survivors of abuse and help them to better reintegrate into their former lives.

4

Environment & Sustainable Development



UNDP Support to Environment and Sustainable Development in 2010

124 Countries receiving UNDP support in environment and sustainable development.

24.5 MILLION Metric tonnes of CO₂ that were not emitted thanks in part to UNDP's work in energy efficiency and renewable energy initiatives in 77 countries. UNDP supported 14 energy efficient and 30 renewable energy projects.

29 The number of countries — with GEF funding — that UNDP helped in developing national approaches to climate change adaptation, through 16 projects funded by the Special Climate Change Fund and the Least Developed Country Fund.

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 and loss of biodiversity cannot be addressed by countries acting alone. UNDP helps countries strengthen their ability to address these challenges at global, national and community levels, seeking out and sharing innovations and effective programme and policy options that help poor people build sustainable livelihoods.



Workers plant mangrove seedlings in an estuary in Bali, Indonesia at low tide to help fight erosion. UNDP assists countries around the world to adapt to the effects of climate change.

Energy Efficiency

In **LEBANON**, UNDP continued to provide technical support on different types of renewable energy and energy efficiency applications through the implementation of over 50 different pilot projects in 2010. For example, energy efficient lighting was installed in 10 public institutions, 5 small hospitals were fitted with solar water-heater systems and 26 photovoltaic systems were installed in schools. Most importantly, as a direct result of UNDP support to high-level environmental policy reform, the Government of Lebanon declared its commitment to reaching 12 percent renewable energy use by 2020.

UNDP is promoting the use of renewable technologies to substitute **INDONESIA'S** dependency on fossil fuels, and at the same time supporting energy efficiency and conservation. One key initiative involves expanding the use of micro-hydro technology across the country. Indonesia is endowed with large hydropower potential. However, less than half of this clean energy potential is being realized, in part because so many of Indonesia's water power sources are located in the country's remotest corners.

UNDP — with funds from the Global Environment Facility (GEF), consisting of UNDP, the UN Environment Programme (UNEP) and the World Bank — has been assisting the Government of Indonesia to

Climate change and loss of biodiversity cannot be addressed by countries acting alone.

The UNDP-supported South Africa Wind Energy Programme is “an example of the importance of upstream technical assistance . . . the result is a risk-reward profile that attracts developers and investors at scale.”

— From Report of the Secretary-General's High-level Advisory Group on Climate Change Financing, November 2010

remove the regulatory, technological, financial and institutional barriers to implementing nationwide, sustainable micro-hydro projects. UNDP assisted the Government in developing and publicizing a local policy on tariffs for off-grid micro-hydro power. UNDP also trained more than 200 people in the micro-hydro power sector and helped set up 97 local service centres to provide repairs and manufacture micro-hydro spare parts.

By the end of 2010, UNDP had supported the development of 90 community-based micro-hydro projects and had provided electricity access through its micro-hydro programme to 869,000 households in remote areas in 20 provinces. More importantly, the programme has resulted in the establishment of a sustainable, and replicable, network of micro-hydro power.

Adapting to the Effects of **Climate Change**

In 2010 — with funding from GEF — UNDP helped governments in 29 countries to develop national approaches to climate change adaptation, through 16 projects funded by the Special Climate Change Fund and the Least Developed Country Fund.

BHUTAN is facing the risks of Glacial Lake Outburst Floods caused by increased amounts of melting snow and ice that overflow glacial lakes, endangering the people who live below. In 2005, the Government started a project to artificially lower Thorthormi glacial lake, in partnership with UNDP, the Least Developed Country Fund, the World Wildlife Fund and the Government of Austria.

The practical approach to artificially lowering Thorthormi is simple and innovative. Since use of heavy machinery at the site would further destabilize the glacial lake's moraine dam, the excavation work is done manually with simple tools to dig ice and remove boulders, creating a drainage channel. More than 350 workers receive income through this labour-intensive project, contributing to the local economy. Additionally, the initiative is installing an automated early warning system throughout the area and training community members about both the dangers of these floods and adaptation alternatives for this new, climate change reality.

UNDP supports adaptation programmes that bring countries closer to a future where land, livelihoods and people are more prepared and protected from the effects of climate change. In **BANGLADESH**, UNDP is working with the Government and local communities to reduce vulnerability to climate change along 14 kilometres of the southern coastline, where rising sea levels and storm surges often submerge villages and farmland. Greenbelts of natural vegetation, especially mangroves, can provide physical protection from floodwaters in addition to preventing and even reversing erosion.

In partnership with Bangladesh's Forestry Department, UNDP's programme is planting or building over 7,000 hectares of mangrove, fruit and timber plantations and fishery cultivation ponds. The programme consists of a combination of cash-for-work initiatives and training in nursery and forest management, benefiting over 85,000 people and their livelihoods. The people of the southern delta are involved in every aspect from planting and maintenance to management of the plantations. **INDIA**, **INDONESIA** and the **PHILIPPINES** are each studying UNDP's programme in Bangladesh for their own greenbelt projects.

77 The number of countries in which UNDP's work to promote energy efficiency and renewable energy initiatives contributed to reducing greenhouse gas emissions.

500 organic model farms were established in the Dominican Republic's largest watershed area, with the help of UNDP.

14 Energy efficient projects and → **32** renewable energy projects contributed to avoiding → **24.5** million metric tonnes of CO₂ emissions into the atmosphere.



↑ Three hundred workers pull boulders from a river in Bhutan. They are part of a Government initiative — supported in part by UNDP — to artificially lower Thorthormi glacial lake, which is threatening to overflow due to the rapid melting of ice and snow.

Protecting Biodiversity

UNDP's biodiversity work focuses on maintaining and enhancing the benefits of natural ecosystems in order to secure livelihoods, food, water and health security, reduce vulnerability to climate change, sequester carbon and avoid greenhouse gas emissions.

For example, in **UZBEKISTAN** a UNDP-supported and GEF-funded project resulted in the establishment of a national biosphere reserve of 69,000 hectares for the conservation of the globally significant and highly threatened Tugai forests. These unique floodplain forests of poplar and silverberry are critical habitats for a number of species and a source of livelihood for the local population. However, they are under threat from illegal logging for firewood and construction materials and from unsustainable agriculture.

The project is piloting 'no-till' agriculture, a form of farming that allows farmers to still reap a benefit from the land without further damaging it; it is also allocating degraded lands rent-free to farmers if

they agree to follow sustainable planting methods and reforest land with trees that can later be used for fuel or construction.

Through UNDP support, 10 projects in 9 countries helped dispose of 1,295 metric tonnes of dangerous chemicals and safeguard another 220 metric tonnes. In the **DOMINICAN REPUBLIC**, UNDP is supporting national and local efforts to promote long-term sustainable land management and to reduce poverty. In 2010, a UNDP project led to the establishment of 500 organic model farms in the country's largest watershed area, representing 10 percent of all farms in an area that is home to 600,000 people.

These model farms are used to demonstrate solid soil management practices and environmentally-friendly crop management. An additional 294 farms in the watershed area are applying some form of sustainable land management. As a result, the use of chemical herbicides and pesticides decreased, the number of producers with access to irrigation increased, 534 hectares were reforested and a Watershed Council was formed.

93 *The number of countries in which UNDP strengthened the protection of international waters and water ecosystems.*

1,295 *The number of metric tonnes of dangerous chemicals that UNDP helped 9 countries dispose of in 2010.*

8.6 MILLION

hectares of land and sea rich in biodiversity and economic potential that benefitted from the help of UNDP in partnership with GEF.

Russian Federation

— 150 anti-poaching raids, supported by UNDP, were launched on the Kamchatka Peninsula in 2010, protecting bears and other mammals.



Mitigating the Effects of Climate Change in Belarus

Fifteen years ago, the Bartenikha fen mire (peatlands) in Belarus had become a virtual desert landscape. The many plants and birds that used to thrive in this delicate wetland ecosystem had disappeared. Years of exploiting its valuable reserves of peat, which is extracted for use as fuel and for producing fertilizers, had left the fen mire drained of water, and of life.

Then, in 2006, UNDP and the Global Environment Facility (GEF) launched a joint project targeting peatlands across Belarus that, like Bartenikha, had been degraded by commercial and agricultural exploitation. Over four years, the project saved 28,200 hectares of peat swamps, representing some 6.4 percent of the country's land. The aim: restore the land to its previous levels of rich biodiversity and mitigate the effects of climate change.

About one third of global soil carbon is stored in peatlands, making them one of the planet's major carbon pools. Drainage of these sites dries the earth, leaving them vulnerable to slow-burning fires that release up to 235,000 tonnes of CO₂ into the atmosphere annually.

In Belarus, the project's cost of between \$50 and \$100 per hectare represents an economical method of keeping this carbon out of the atmosphere. At Bartenikha, the reversal of the fen mire's degradation began with just four sluices and a number of dams that were constructed with the support of UNDP. These efforts prevented the drying of the soil that had proved so destructive. The ecosystem began to recover and wild-life started to return. Peat fires, which had cost the Government \$1.5 million annually, virtually disappeared.

Using hydro-engineering to re-wet degraded peatlands has far-reaching environmental and socio-economic benefits. Rehabilitated land offers favourable conditions for hunting, fishing, picking berries and gathering medicinal herbs for local communities, as well as offering new opportunities for the tourist industry in the regions affected.

The project's success at Bartenikha has been repeated in other wetlands in Belarus. In October 2010 it was presented as a uniquely successful model of wildlife protection at the Tenth Conference of the Parties (COP10) to the 1992 Convention on Biological Diversity, held in Nagoya, Japan.

\$1.5 MILLION

the amount it had cost the Belarus Government annually to fight peat fires, which are now virtually eliminated.

28,200

hectares of peat swamps that were saved, representing 6.4 percent of Belarus' land.

In 2010, CO₂ emissions were reduced by

300,000 TONNES.

For the first time in almost 16 years, Marya Kazlouskaya harvests cranberries from the Bartenikha fen mire in the Minsk region of Belarus. Kazlouskaya and her fellow villagers were surprised and excited to see the return of cranberries to it, after a decade of intense peat extraction in the 1990s had left the fen mire ecosystem a dull lifeless landscape covered with patches of dry grass.

Now that the Bartenikha fen mire has returned to life — in part with UNDP's support — Kazlouskaya and others in her community are planning to restart the area's once profitable cranberry industry.



“Delivering as One is the future for UN development activities.”

— from a statement put out by Delivering as One pilot countries following a high-level conference in Hanoi, Viet Nam in 2010.

UNDP and the UN System

DELIVERING AS ONE

UNDP plays two important roles in programme countries, one as a partner for development work and the other as manager of the Resident Coordinator system.

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. As the agency for and manager of the Resident Coordinator system, UNDP believes strongly in making the UN a more relevant, responsive and results-oriented organization, particularly through the *Delivering as One* initiative.

In 2010 Delivering as One in Tanzania established a UN inter-agency procurement team that has saved an estimated \$300,000.

development assistance in a more coordinated way. Together they are experimenting with ways to increase the UN system impact through more coherent programmes, which means bringing together different agencies under one coordinated umbrella, reducing transaction costs for governments and lowering overhead costs for the UN System.

Four years ago, the UN and eight governments launched *Delivering as One* as a pilot programme in their countries, to test how the UN family can provide

To date, the *Delivering as One* approach has been established in 17 countries, including the original eight pilot countries: **ALBANIA, CAPE VERDE, MOZAMBIQUE, PAKISTAN, RWANDA, TANZANIA, URUGUAY** and **VIET NAM**. Nine more have since voluntarily joined: **BHUTAN, COMOROS, KIRIBATI, KYRGYZSTAN, LESOTHO, MALAWI, MONTENEGRO, PAPUA NEW GUINEA** and **SIERRA LEONE**.

Last year was important for the *Delivering as One* pilot programme. For example, in Mozambique, a One ICT platform was established, creating a virtual bridge between all the UN agencies in the country. Live since February 2010, the platform made possible such system-wide services as Internet access and a database of common suppliers. In Viet Nam, a One UN communications team was created with staff from five agencies. Viet Nam also developed the first-ever common guidelines for project management. These guidelines were signed off on by the Government in May 2010, an initiative that involved UNDP, the UN Children’s Fund (UNICEF) and the UN Population Fund (UNFPA).

UNDP administers 40 multi-donor trust funds on behalf of the UN Development Group (UNDG).

These funds are important funding mechanisms that strengthen UN coherence and enable UN organizations to jointly mobilize resources for agreed UN priorities. UNDP's fund portfolio reflects a mix of country-specific and global multi-donor trust funds providing donors a transparent means of channelling resources towards strategic UN operations in humanitarian, post-conflict and long-term development contexts.

A snapshot of 2010 results:

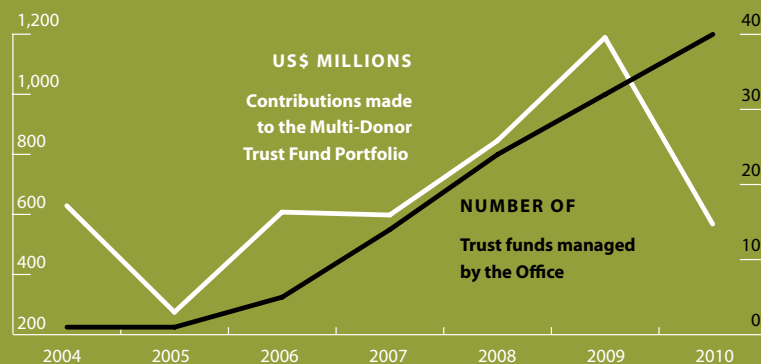
- Approximately \$600 million in new donor contributions were received, bringing the total deposited contributions to \$4.8 billion for the period 2004-2010.

- \$969 million was transferred to 39 participating UN organizations; with additional transfers made through UNDP as the fund manager for the *Delivering as One* Expanded Funding Window, the total amount of transfers reached \$1.1 billion.

- Nine new funds and four new joint programmes were established in 2010. The multi-donor trust funds included three *Delivering as One* funds, the UNDG

Haiti Reconstruction Fund, the occupied Palestinian territory Fund and the Somalia Common Humanitarian Fund.

- The Multi-Donor Trust Fund Office Gateway was officially launched in September 2010. The Gateway is an online application accessible by anyone — including the public, UN organizations, donors and governments — that provides both up-to-date information on the different Funds as well as real-time financial data.



Source: Multi-Donor Trust Fund Office/UNDP

UNITED NATIONS VOLUNTEERS

ACHIEVING TRANSFORMATIONAL CHANGE THROUGH VOLUNTEERISM

7,765 UN Volunteers from 160 countries supported UN partners in their peace and development activities in the field in 2010.

Of these, 80 percent came from developing countries and 37 percent were women. About 3,000 UN Volunteers worked in peacekeeping and special political missions, supporting, for example, disaster relief and recovery efforts in **HAITI**, and the referendum in southern **SUDAN**. Another 1,000 engaged in humanitarian relief with the UN Refugee Agency (UNHCR), working with refugees and internally-displaced people in 76 countries including **COLOMBIA, DEMOCRATIC REPUBLIC OF THE CONGO, KENYA, SUDAN** and **SYRIA**. Through the partnership between UNV and UNDP, about 2,800 UN Volunteers worked towards poverty eradication, advancing progress towards the MDGs, democratic governance and crisis prevention and recovery.

UNV's Online Volunteering Service continued to experience strong growth in 2010, with over 10,000 online volunteers undertaking 15,109 assignments. Of the online volunteers, 62 percent were from developing countries, 55 percent were women and 2 percent were people with disabilities.

On International Volunteer Day, 5 December 2010, UNV launched the 'Share the Story' campaign to highlight how volunteerism can accelerate progress towards the MDGs. The six-week campaign used a combination of video stories created by volunteers, expert opinion presented through interviews and social media outreach, and culminated in an online international film festival. During the campaign there were 20,300 active users of the Facebook page and 400,000 views were posted daily during the online international film festival.

7,765
volunteers in the field

160
countries

80%
from developing countries

In 2010, UNDP was among the few UN organizations to receive a 'clean' audit opinion from the UN Board of Auditors on its financial statements for the biennium 2008–2009. This is the second consecutive biennium that the Board issued UNDP a clean audit opinion.

Inside UNDP

ORGANIZATIONAL CHANGE

ACTION PLAN PROGRESS — The UNDP Action Plan guides the development of key strategic and operational reforms. Its purpose is to steer the evolution of UNDP into an even more responsive, effective and efficient organization, one that is focused on supporting national development agendas, and harnessing global knowledge for transformational change.

More Efficient Business Processes

In 2010, UNDP streamlined a new procurement review policy. High-volume procurement contracts, which were previously reviewed by several committees, are now only reviewed by one. In addition, UNDP developed new guidelines for engaging individual consultants and contractors, established a centralized procurement unit for more efficient procurement and launched an externally accredited procurement certification programme.

These internal adjustments reduced by one month the time spent on procurement cases below \$1 million. For cases above \$1 million, the reduction has been six weeks.

UNDP's fast track policies to accelerate delivery in challenging and other pressing circumstances have now been put into practice in 24 Country Offices

UNDP has reduced by

1 MONTH

the amount of time for procurement cases below \$1 million.

across all 5 UNDP programmatic regions. They remain available to all Country Offices as needed, especially when responding to emergencies and ongoing crisis.

Improved Human Resource Management

Three major initiatives were developed to help in the selection, development, and retention of staff.

Human resources management at UNDP has taken new strides towards greater efficiency. To ensure that critical positions are filled quickly and effectively, UNDP has introduced candidate pools to identify and maintain a source of pre-screened candidates for managerial positions.

Another major initiative launched last year was the Leadership Development and Management Skills programme for entry- and middle-level managers. The Programme is strengthening the skills of present and future managers in leading and motivating their teams.

UNDP initiated a new performance appraisal system that offers a simplified approach with closer links to organizational results, learning and career development. It aligns individual staff goals with corporate objectives and encourages even more active engagement between staff and supervisors for career development.



UNDP staff participate in a training course sponsored by the Office of Human Resources. The course is part of a leadership development programme aiming to strengthen the skills of present and future managers at UNDP.

52%

Proportion of female staff at UNDP in 2010.

In the past five years, UNDP has successfully brought gender parity into organizational planning, monitoring and reporting.

UNDP's total workforce is

currently gender balanced, with 48 percent male and 52 percent female staff. As of 2010, gender balance in UNDP has tipped in favour of women at the general service level by more than 16 percent. In the international professional workforce category, gender parity at all levels experienced steady improvements. Overall, women in this category account for 45 percent, a 3 percent increase since 2008 and a 10 percent increase since 2005. However, women in the middle and senior management level are still less than 40 percent of the workforce.

Strengthened Partnerships

In recognition of the role of major emerging economies that are active in development cooperation, UNDP has signed partnership agreements with the Governments of **BRAZIL, CHINA** and **TURKEY**. As a

consequence, UNDP and these countries will work together to share knowledge to reduce poverty and promote sustainable development across the developing world.

Improved Knowledge Management Systems

UNDP is using ICT to support knowledge management, strategic communications and organizational effectiveness. It has introduced a system for enhanced knowledge-sharing, Teamworks, which is a new web 2.0 knowledge platform.

An improved intranet platform, Sharepoint, has been set up that will help strengthen internal business processes, including record keeping, standardized workflows and document management.

Another element of the ICT upgrade will be a revamped external website. This will provide the public with better, more timely and more easily accessible information on our work and will be available in 2011.

Resources

Voluntary contributions to UNDP's regular (core) resources reached \$0.97 billion in 2010 as compared to \$1.01 billion in 2009. Voluntary contributions to UNDP's core resources remain hard to project. The impact of the global economic and financial crisis as well as highly volatile exchange rates make projections more difficult than ever.

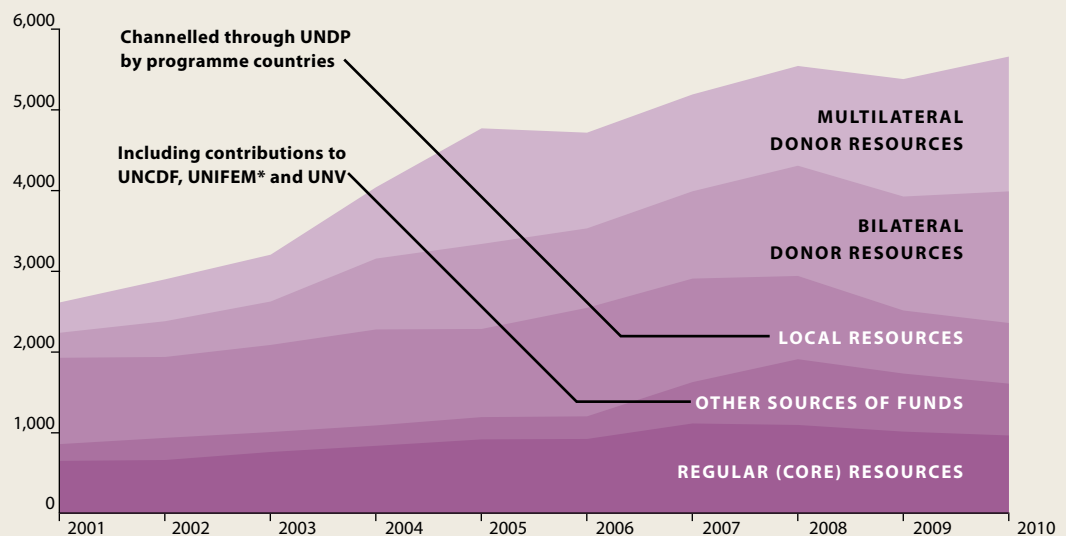
Earmarked (non-core) contributions to UNDP from bilateral and multilateral partners reached \$4.05 billion. UNDP continues to be called upon to support governments to obtain, direct and manage different types of funding in accordance with national priorities. Earmarked contributions from bilateral donors, mostly from Development Assistance Committee member states of the Organization for Economic Co-operation and Development, amounted to \$1.63 billion in 2010, an increase of 16 percent compared to the previous year. Resources entrusted to UNDP by non-bilateral partners and multilateral funds reached \$1.67 billion in 2010, an increase of 15 percent over 2009. The European Commission, the Global Environment Facility (GEF) and the Global Fund to Fight AIDS, Tuberculosis

and Malaria (GFATM) continue to be UNDP's largest multilateral partners in financial terms. Local resources, channelled through UNDP by programme country governments and other local partners in support of their own national development, amounted to \$751 million in 2010, a decrease of 4 percent compared to 2009.

Earmarked resources represent an important complement to the regular resource base of UNDP. However, the ability of UNDP to deliver effective capacity-building support for development depends on a critical mass of core funding to support strategic and flexible management approaches focused on long-term effectiveness. Development is a long-term challenge that requires both strategic focus and the ability to respond to crises and opportunities. In a rapidly changing world, it is essential that UNDP is able to operate as a forward-looking organization, achieving transformational development results and real impact for the countries it serves. UNDP is fully committed to rigorous reporting on the results to which it contributes and on the most effective, efficient and transparent use of the resources entrusted to the organization.

Contributions to UNDP: 2001-2010

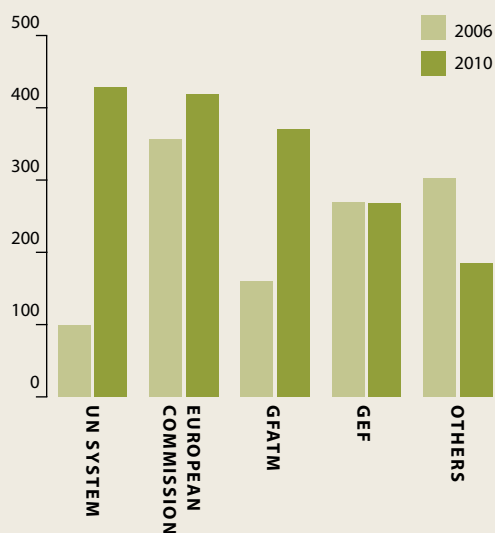
Preliminary as of April 2011 • In millions of US dollars



* Following the establishment of UN Women in 2010, encompassing UNIFEM, income received by UNIFEM is not included in the 2010 figures
Source: Partnerships Bureau/UNDP

Support from Non-bilateral Partners

Top contributors to other resources • Preliminary as of April 2011 • In millions of US dollars



Support from Programme Country Governments

Top 10 contributors to local resources in 2010 • Preliminary as of April 2011 • In millions of US dollars



Gross Income Received in 2010

Ranked by top contributors to total resources • Preliminary as of April 2011 • In US dollars

DONORS	RESOURCES		TOTAL
	REGULAR	OTHER*	
Japan	73,317,744	353,415,145	426,732,889
United States	99,330,812	322,141,964	421,472,776
Norway	117,665,037	155,158,246	272,823,283
United Kingdom	85,364,650	183,069,523	268,434,173
The Netherlands	121,457,490	91,357,189	212,814,678
Sweden	88,017,778	88,571,180	176,588,958
Canada	48,377,691	108,887,877	157,265,568
Germany	29,491,846	94,518,830	124,010,676
Denmark	57,950,018	49,541,917	107,491,935
Switzerland	55,785,124	22,622,814	78,407,938
Spain	40,160,643	36,459,922	76,620,565
Australia	17,378,641	38,793,116	56,171,757
Finland	25,706,595	18,675,188	44,381,783
Belgium	28,267,114	10,377,885	38,644,999
France	24,330,859	6,492,583	30,823,442
Italy	4,037,685	14,259,617	18,297,302
Ireland	10,727,497	3,388,202	14,115,698
Luxembourg	4,131,653	8,913,837	13,045,490
New Zealand	5,759,539	6,669,829	12,429,368
Austria	6,515,785	5,354,427	11,870,212
Republic of Korea	5,000,000	4,362,867	9,362,867
China *	3,550,000	3,701,000	7,251,000
India *	4,603,928	2,080,000	6,683,928
Turkey *	1,100,000	2,312,645	3,412,645
Portugal	1,775,636	1,416,177	3,191,813
Saudi Arabia *	2,000,000	0	2,000,000

* The figures shown for China, India, Saudi Arabia and Turkey excludes income received for self-supporting activities.

Source for all figures: Partnerships Bureau/UNDP

ACRONYMS

AusAID	Australian Government Overseas Aid Program
EU	European Union
GFATM	The Global Fund to Fight AIDS, Tuberculosis and Malaria
GEF	Global Environment Facility
HDI	Human Development Index
MDG	Millennium Development Goals
NGO	Non-governmental Organization
UNCDF	UN Capital Development Fund
UNICEF	UN Children's Fund
UNDG	UN Development Group
UN Women	UN Entity for Gender Equality and the Empowerment of Women
UNIRED	UN Integrated Referendum and Electoral Division
UNFPA	UN Population Fund
UNHCR	UN Refugee Agency
UNV	UN Volunteers
WFP	World Food Programme

PHOTO CREDITS

COVER	Tashi Tshering/WWF Bhutan
PAGE 1	© Phaysal/UNDP
PAGE 3	Mariana Nissen/UNDP
PAGE 5	Jeff Liew/UNCDF
PAGE 8	UNDP India
PAGE 10	TOP: UNDP Mexico BOTTOM: UNDP Myanmar
PAGE 11	TOP: UNDP Ethiopia BOTTOM: UNDP Lebanon
PAGE 13	Puntsag Densmaa/UNDP
PAGE 14	REUTERS/Joseph Penney
PAGE 16	DW Akademie for UNDP
PAGE 17	TOP: Mohamed Amin Jibril/IRIN BOTTOM: David Khizanishvili/UNDP
PAGE 19	Faraja Kihongole
PAGE 22	Arne Hodalic
PAGE 24	TOP: UNDP Pakistan BOTTOM: UNDP Kazakhstan
PAGE 25	Martine Perret/UN Photo
PAGE 27	Anou Borrey/UNDP
PAGE 28	Tim Laman
PAGE 31	TOP: © Tashi Tshering/WWF Bhutan BOTTOM: Nataly Olofinskaya/UNDP
PAGE 33	© Andrei Liankevich
PAGE 37	Maureen Lynch/UNDP
PAGE 41	Oskar Lehner/UNDP

Published by the Office of
Communications/Partnerships Bureau
United Nations Development Programme
New York

Design: AED Social Change Design

Printer: Colorcraft of VA

Printed on elemental chlorine free,
environmentally friendly paper with
vegetable-based inks. The printed
matter is recyclable.

© UNDP, May 2011

For further information, contact your local UNDP office or:

UNDP

**Office of Communications/
Partnerships Bureau**

One United Nations Plaza
New York, NY 10017, USA
Tel: 1 (212) 906 5300

UNDP Washington Liaison Office

1775 K Street, NW, Suite 420
Washington, DC 20006, USA
Tel: 1 (202) 331 9130
Fax: 1 (202) 331 9363

UNDP European Office

Palais des Nations CH-1211
Genève 10, Switzerland
Tel: (41-22) 917 8536
Fax: (41-22) 917 8001

UN Office in Brussels

14 Rue Montoyer B-1000
Bruxelles, Belgium
Tel: (32-2) 505 4620
Fax: (32-2) 505 4729

UNDP Nordic Office

Midtermolen 3
PO Box 2530
2100 Copenhagen O, Denmark
Tel: (45-35) 46 70 00
Fax: (45-35) 46 70 95

UNDP Tokyo Office

UN House 8F
5-53-70 Jingumae
Shibuya-ku
Tokyo 150-0001, Japan
Tel: (813) 5467 4751
Fax: (813) 5467 4753

**UNDP Regional Service Centre for
Eastern and Southern Africa**

7 Naivasha Road Sunninghill
PO Box X4
Johannesburg, South Africa 2157
Tel: (27-11) 603 5000
Fax: (27-11) 603 5087

**UNDP Africa Sub-Regional Office for
West and Central Africa**

Point E- Boulevard de l'Est
Dakar, Sénégal
Tel: (221) 33 869 0620
Fax: (221) 33 869 0689

UNDP Regional Centre in Cairo

1191 Corniche El Nil, World Trade Centre
PO Box 982, Post Code 11599
Boulac, Cairo, Egypt
Tel: (202) 2578 4840 - 6
Fax: (202) 2578 4847

UNDP Regional Centre in Bangkok

United Nations Service Building
3rd floor, Rajdamnern Nok Avenue
Bangkok 10200, Thailand
Tel: (66) 2288 2129
Fax: (66) 2288 3032

**UNDP Regional Service Centre
in Colombo**

23 Independence Avenue
Colombo 7, Sri Lanka
Tel: (94-11) 4526 400
Fax: (94-11) 4526 410

UNDP Pacific Centre

c/o UNDP
Private Mail Bag
Suva, Fiji
Tel: (679) 331 2500
Fax: (679) 330 1718

**UNDP Regional Centre Europe and the
Commonwealth of Independent States**

Grossinglova 35
811 09 Bratislava, Slovak Republic
Tel: (421-2) 59337 111
Fax: (421-2) 59337 450

UNDP Panamá Regional Centre

Casa de las Naciones Unidas Panamá
Clayton, Ciudad del Saber
Apartado Postal 0816-1914 z
Panamá, República de Panamá
Tel: (507) 302 4500
Fax: (507) 306 4500

↓ A women's radio listening group in Zanzibar, Tanzania, listens to a programme on the October 2010 general elections. UNDP, in collaboration with UN Women, trained 125 community radio broadcasters and gave 1,500 radio sets to various women radio listening groups.





United Nations Development Programme
One United Nations Plaza
New York, NY 10017

www.undp.org