



UN
DP

*Empowered lives.
Resilient nations.*

2013 | 2014

ANNUAL REPORT



NEW PARTNERSHIPS
FOR DEVELOPMENT

UNITED NATIONS DEVELOPMENT PROGRAMME

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OPPORTUNITIES FOR TRANSFORMATION

Around the world we see remarkable evidence of human progress. There have been significant advances towards the Millennium Development Goals (MDGs). Many millions more children go to school, and many millions more people enjoy better health. Women have greater opportunities to realize their potential.

At the same time, the world faces persistently high levels of inequality and exclusion. Seventy-five percent of people around the globe today live in societies where income is less equally distributed than it was 20 years ago. The environment on which we all depend is under threat from growing levels of greenhouse gas emissions, biodiversity loss, and acidifying oceans.

In short, the world is coming up against the limits of pursuing short-term gains while ignoring long-term consequences.

The defining challenge of our era is to shift to new models of development. Growth can be more inclusive and more sustainable, as the experiences of many countries have shown. Such growth can reduce poverty and inequality while also protecting our planet's ecosystems. And, by managing the risks and uncertainties which are always with us, people, communities, and institutions can become more resilient to shocks and better able to maintain the progress they have made.

Fortunately, there is growing global consensus on moving in these directions. In 2013, the summit-level UN General Assembly Special Event on the MDGs affirmed the links between poverty eradication and sustainable development.

More than 1.8 million people, including many youth, have participated in the global conversation led by the UN development system on defining the priorities for the post-2015 sustainable development agenda which will follow the MDGs. They called for more inclusive growth and jobs, better services, environmental sustainability, good governance, and security as fundamental to progress. They recognized that no issue can be dealt with in isolation; we need integrated thinking, planning, and action.

UNDP and the wider UN development system are fully engaged in the international effort to shape this new agenda. We offer our expertise in development thinking and practice, and in bringing the voices of the world's peoples into deliberations. Through 2015, we will continue a final push to achieve the MDGs, including through MDG acceleration initiatives, which are supporting more than 50 countries to make progress on off-track goals and targets.



UNDP Administrator Helen Clark (centre) shows solidarity at a school in Tacloban, the Philippines as it recovers from the 2013 typhoon.

This report details how UNDP delivers high-impact results as a development partner, innovator, and global thought leader. It chronicles the continuing evolution in the way we operate, which is set out in our new Strategic Plan, and the alignment of all our efforts behind development which is inclusive, sustainable, and resilient.

UNDP will continue to work with its partners around the world on eradicating poverty in a way which simultaneously reduces inequality and exclusion and avoids wrecking our ecosystems. This is our commitment to people now and in the future.

Helen Clark
UNDP ADMINISTRATOR

Sustainable economic growth provides even the most marginalized groups with the foundations for a better life, among them food security, basic services and adequate livelihoods.



We live in a time of great hope for humanity.

INTRODUCTION

ENDING EXTREME POVERTY

For the first time in history, the world may see the end of extreme poverty—as soon as the next generation.

The rapid expansion of developing economies and significant gains in human development have unleashed remarkable dynamism. Technological innovation is revolutionizing commerce and human interaction. People have many more avenues to express their voices and greater expectations to be heard. Universal access to basic services is within reach, so that everyone attains a minimum threshold of well-being.

Most importantly, there is enough knowledge and experience to pursue rapid economic growth while simultaneously upholding social justice and caring for the environment. And there is international agreement that this is, broadly speaking, the right path.

New possibilities for progress do not come without worrisome gaps and risks, however. Even in the midst of prosperity

for some people, stark inequalities remain, fuelling discontent. Economic growth alone has not reached sufficient numbers of the poor. Many of those who have escaped poverty remain vulnerable to quickly slipping back when faced with a major setback to their health, assets or employment prospects. Longstanding marginalization has systematically shut some groups, such as women and youth, out of aspirations to improve their lives and live in dignity. Conflict, natural disasters, climate change and environmental crisis—all can strip away decades of development gains, sometimes in a single catastrophic moment.

As one of the world's largest multilateral development agencies, present in more than 170 countries and territories, UNDP is on the frontlines of anticipating, understanding and acting on today's opportunities and risks.

1990

43%

2010

21%

In just two decades, the percentage of people living on less than US\$1.25 a day has been cut in half.

Source: Operations Support Group/UNDP



Exiting poverty depends in part on ready access to decent jobs.

Our new 2014-2017 Strategic Plan articulates our vision, in line with our mandate and our core ethical principles. We help countries eradicate extreme poverty, and roll back inequalities and exclusion.

RETHINKING DEVELOPMENT

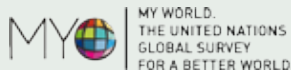
This goal, while obtainable, requires some rethinking of development, both in terms of current models, and in the support that UNDP offers. As we look around the world, we can see what works—and what doesn't. Economic growth works only when the poor and excluded have access to the jobs, livelihoods and services they need to take care of themselves and their families. And the way jobs and livelihoods are created matters. Growth that runs down the environment—sometimes



In a crisis, restoring the basics of everyday life, such as markets to purchase food and provide incomes, helps build resilience.

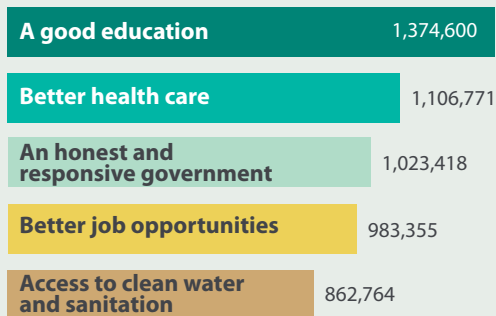
irreversibly—will simply not be sustained, with the costs of failure borne most of all by the poor. Democracy works but only when everyone participates and feels their needs are fairly met. Peace works as long as it redresses the grievances that fuelled conflict in the first place.

In this time of unprecedented transition, we know that we are moving in the right general direction but all the evidence suggests that an evolution is in order. Today's risks should not overwhelm today's opportunities. The time to adjust our course is now.



THE WORLD'S TOP FIVE PRIORITIES

In numbers of votes



Source: United Nations

1.8 MILLION VOICES FOR THE FUTURE

Throughout human history, there has never been a bigger, more inclusive debate about development than the one on the post-2015 sustainable agenda to follow the MDGs. UNDP, with an array of UN and other partners, has championed outreach to people around the world. As more take part in setting the agenda, ownership and hope grow, as does the potential for translating aspiration into action.

By the first quarter of 2014, more than 1.8 million people from over 190 countries had “voted” for their top development priorities in the UN *MY World* survey. Dialogues on national

priorities in 88 countries and 11 global consultations on issues such as food security and governance engaged another 300,000 people. Findings have been widely covered by the media, and fed into global post-2015 negotiations by UN Member States.

Extra efforts have gone towards engaging people not often heard in global policy debates: indigenous communities; children and youth; lesbian, gay, bisexual and transgender people; entrepreneurs and small-business owners; displaced persons; people with disabilities; and women. The survey, slated to run through 2015,

TARGETING THREE BIG IDEAS

1 

Transform economies to become sustainable

2 

Enable democracy to deliver development dividends

3 

Manage risks to become resilient

For UNDP, this recognition has informed a new approach to the ways we help countries, encapsulated in our Strategic Plan. It commits to the eradication of extreme poverty and reduction of inequalities through actions on three fronts.

First, UNDP encourages a shift to sustainability, where economic growth benefits poor and marginalized groups, and avoids irreversible environmental damage. *Second*, we support democratic systems to become inclusive and

accountable, and able to meet expectations for participation, services and security. And *third*, we back efforts to systematically identify and prevent big risks to development, where possible, and where not, to help countries and communities with quick recovery and greater resilience to setbacks.

Strongly interconnected, actions in these three areas lead to development that is sustainable, inclusive and resilient.

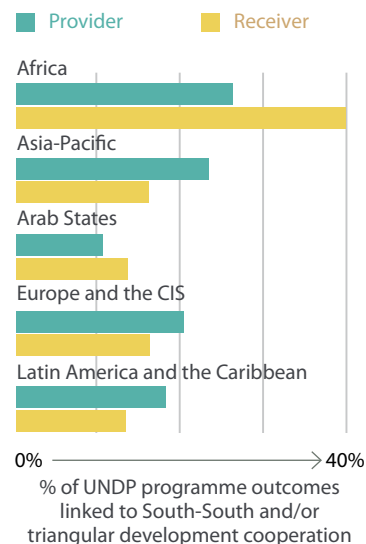
UNDP has nearly 50 years of experience as the UN's leading development agency, giving us rich intellectual and practical expertise, and a legacy of trust and partnership. In moving forward, we are building on these valued assets.

collects votes online and through text messages, but members of over 700 civil society organizations have also fanned out to remote areas and slums for door-to-door polling among people without technology.

Globally, the concerns are consistent and clear. People want to complete the MDGs but also be more ambitious in tackling the many interrelated dimensions of today's complex challenges. Amid global frustration with inequalities, they demand higher quality education and health care, honest and responsive government, and better job opportunities, among other priorities.

UNDP is already active on many of these fronts, as a leading proponent of more sustainable, inclusive development. In 2014, the UN Development Group of 32 UN organizations, led by UNDP, launched new consultations in more than 50 countries on how to implement the post-2015 agenda. With the problems increasingly well defined, the next step is determining the best ways to solve them—including by continued involvement of people in the process.

COOPERATION AMONG COUNTRIES



Source: Operations Support Group/UNDP

Today's risks should not overwhelm today's opportunities. The time to adjust our course is now.

At the same time, our focus has tightened, making us more finely attuned to a changing world. We seek to reach people who most need our assistance, even in nations that have otherwise developed rapidly. We apply increasingly rigorous scrutiny to defining how we can best help countries in achieving their development objectives. Across everything we do, we aim to deliver the greatest returns on investment with the highest levels of transparency.

In helping countries connect to the solutions they need, we are becoming more flexible and open, bringing the full capability of our organization to bear, across disciplines and specializations. This often requires acting beyond single issues and tackling

multiple factors that propel—or impede—development. It calls for innovation, including in capitalizing on historic shifts, such as the mass movement to cities, and the upswing in renewable modern energy services to solve the twin problems of access and environmental impact.

Partnership has always been at the core of what UNDP does but now, more than ever, we are specifically fostering South-South cooperation among developing countries, because they have learned many useful lessons through experience. Countries that are already developed also have deep reservoirs of expertise. The imperative is to help link many sources of knowledge and widen the circle of opportunity for all.

A THOUGHT LEADER SHAPES DEBATE

Critical thinking is imperative as the world navigates current complexities, from economic shocks to climate change. UNDP's widely respected, up-to-date intellectual outlook stems from its global perspective, experience implementing programmes in all regions, and regular engagement with some of the finest minds in development.

Our thought leadership, along with trust in our inherent impartiality, transparency and fairness, underpins our proven ability to inform and influence policy debates.

"People are the real wealth of a Nation" was a line opening the first Human Development Report in 1990; this remains the guiding vision for the report series, annually anticipated for its insights on

current development challenges. The 2014 version, *Sustaining Human Progress: Addressing Vulnerabilities and Building Resilience*, draws attention to how progress in human development is challenged by growing uncertainty and risks from a combination of sources, such as natural disasters, conflicts and economic instability. While some hazards are inevitable, the ability to cope is far less for some individuals and groups, given poverty, discrimination or other vulnerabilities. The report identifies policies and institutional reforms that can work in tandem with social institutions to address vulnerabilities and boost resilience, and argues that early detection mechanisms and modest, well-timed investments can go far.

The 2013 UNDP report *Humanity Divided: Confronting Inequality in Developing Countries* provides new global data on

a topic now at the top of many policy agendas. It shows, for example, that adjusting for population size, income inequality increased by 11 percent in developing countries between 1990 and 2010. The report's global survey of policy makers uncovered broad agreement that inequality threatens long-term social and economic development.

In Latin America, UNDP used its regional presence to take on a sensitive but urgent issue—the region's sky-high crime rates, despite rapid development. A regional Human Development Report, *Citizen Security with a Human Face*, chronicles how insecurity obstructs social and economic progress in every country. It argues that repressive policies have mostly not worked; greater security requires inclusive development bringing tangible improvements in everyone's lives. Several



Balancing the needs of people and the planet will protect our world for future generations.

AN AGENDA FOR THE FUTURE

Through 2015, one of UNDP's primary responsibilities is supporting countries to make a final, accelerated push to reach the MDGs, both in our own programmes and through our leadership of the UN development system, where we coordinate support by UN funds, programmes and specialized agencies. The MDGs have galvanized unprecedented global momentum behind reducing poverty, removing barriers to women, and improving education and health care.

In 2015, towards continued advancement, a new development agenda is slated to begin. Ongoing

discussions among UN Member States have agreed to orient it around the eradication of extreme poverty, and sustainable, equitable development. It will depend on the close integration of economic, social and environmental objectives, responsive governance and peaceful societies.

UNDP is closely engaged in the post-2015 deliberations. Our Strategic Plan already aligns with its general directions. We see a more sustainable, inclusive and resilient world within reach, and as this report demonstrates, are fully committed to our role in achieving it.

former national presidents and heads of major regional institutions joined UNDP in launching the report in 2013. Mass media outreach, including through CNN, *The Economist*, *El Pais* and Twitter, shared key findings with nearly 1.7 million people.

Among the Arab States, water scarcity is quickly reaching a crisis point. Unlike every other region in the world, this one will likely miss the MDG target for better access. With regional bodies such as the Gulf Cooperation Council having prioritized the issue, UNDP offered inputs through the report *Water Governance in the Arab Region: Managing Scarcity and Securing the Future*. It stresses that, with many water resources having been over-exploited, the past concentration on simply increasing supplies is inadequate. A shift to managing demand would be more appropriate, along

with more efficiently using and allocating water. In the wake of the report launch in Bahrain, UNDP has begun developing regional and country programmes supporting policy-level implementation of its findings.

In Sierra Leone, UNDP helped the Government produce its first *Status of the Youth report*, a major recommendation of the country's Truth and Reconciliation Commission. President Ernest Bai Koroma launched it, vowing to nurture "an empowered youth population that can lead to a change in the destiny of our country."

The report offers the most comprehensive summary to date of youth, painting a sobering picture of high rates of unemployment and poverty. It argues

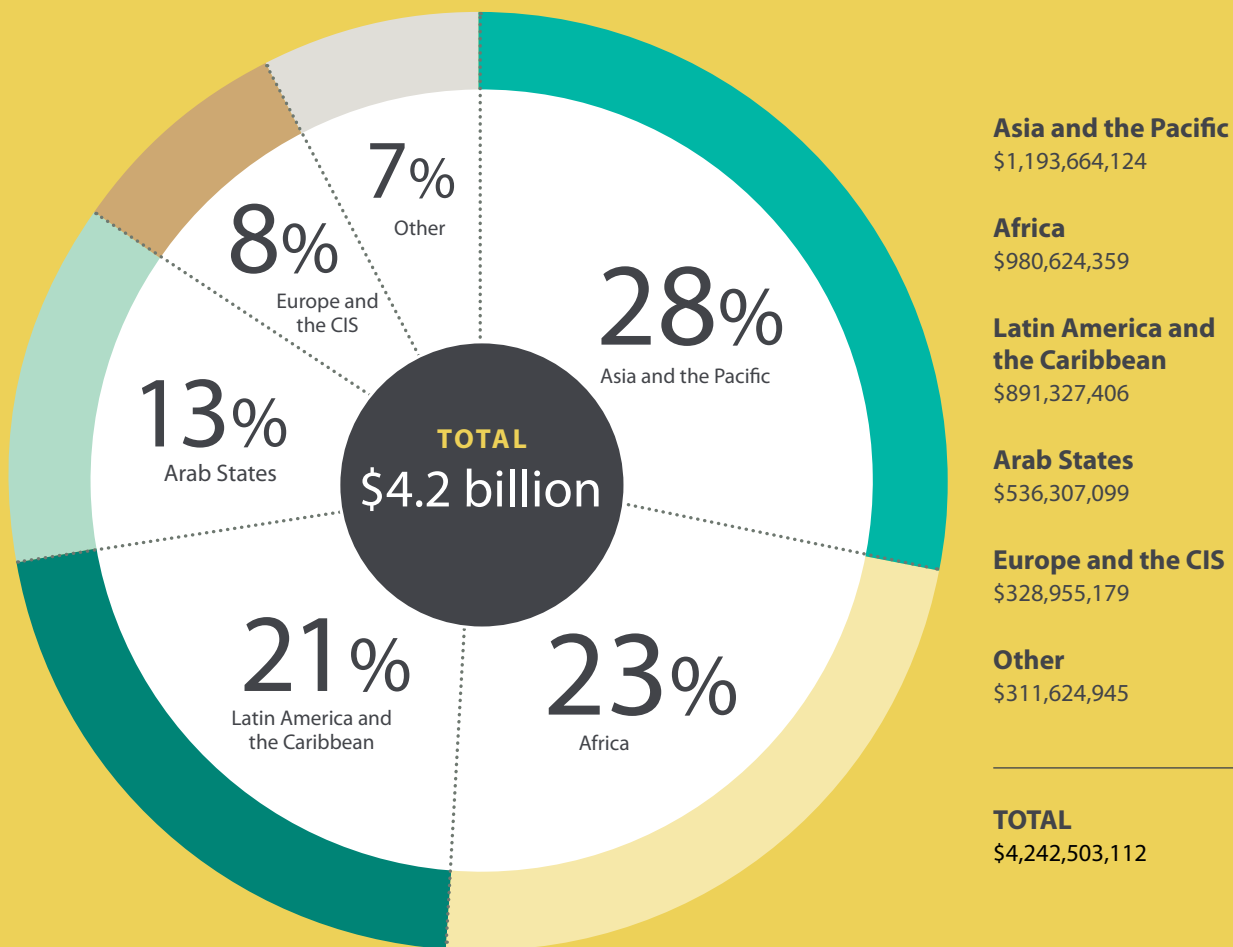


The 2014 global Human Development Report (left) and Sierra Leone's *Status of the Youth report* (right).

for massively scaling up anti-poverty efforts targeted to youth. Recommended interventions include improving health services, matching education with demand for skills, and establishing public-private partnerships to create jobs. Further, agriculture bears great potential in providing high numbers of jobs to unskilled youth.

UNDP 2013 PROGRAMME EXPENDITURE DISTRIBUTION BY REGION

Provisional US dollars*



* Provisional as of April 2014. Reflects total UNDP programme expenses for 2013 at global, regional and country levels, extracted prior to the finalization and auditing of UNDP financial statements.

Source: Bureau of Management/UNDP

Africa

HOPE AND NEW DIRECTION

Expanding democracy and some of the world's fastest growing economies are the hallmarks of a new African era. Peace has spread. Record numbers of women have entered politics. There is a growing sense of optimism and hope.

Yet sobering challenges remain, including sharpening disparities between those who benefit from growth and transformation, and those who do not. UNDP works with partners within countries and regionally to help reduce the many forms of exclusion. That means opening opportunities, especially for the poorest people, to work in decent jobs, to access services, to vote, to live safely, and, if disaster strikes, to be resilient enough to recover and thrive.

UNDP has been a staunch supporter of the African Union's peace, stability and sustainable development agenda. We particularly welcome the renewed emphasis on gender, which will help place women at the centre of our effort.

NKOSAZANA DLAMINI ZUMA
Chairperson · African Union Commission



For **MALI, MADAGASCAR** and **TOGO**, elections in 2013 were a chance to choose political representation—and peace. Supported by UNDP, polls in all three countries went smoothly, signalling subsiding tensions. In Mali, affected by conflict not long ago, UNDP aided national authorities in registering over 6.8 million voters. Madagascar has set up a system that helped identify and defuse potentially disruptive incidents.

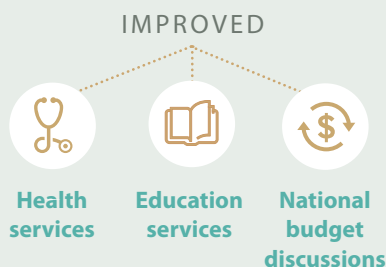
In Mali, voter education supported peaceful polling. Posters proclaimed, "You can't buy my vote."

6.8+
MILLION
VOTERS
REGISTERED

Ongoing recovery from conflict in the **DEMOCRATIC REPUBLIC OF THE CONGO** depends on a well-functioning legal system. UNDP has helped Parliament reduce the time to review and adopt laws—from eight weeks to one. We have supported doubling the number of active magistrates and tightening management of prisons to avoid unnecessary detention—occupancy has dropped by 40 percent in some cases. In remote areas, trained community dispute boards resolve up to 60 percent of local conflicts, and widespread advocacy against sexual and gender-based violence has boosted rates of reporting and trying cases.



Reduction in the time to review and adopt laws



In **WEST AND CENTRAL AFRICA**, UNDP joins governments, parliaments and civil society to promote sound management of public finance, collaborating as well with the World Bank, the International Monetary Fund and the European Union. Among other results through 2013, the initiative has helped governments better scrutinize delivery of health and education services, and brought civil society groups into national budget discussions. From 2014, the programme will pay special attention to conflict and post-conflict countries. It will assist 18 nations in total with public planning and finance, including the greater integration of gender equality, job creation and climate change provisions in public budgets.



UNDP works with communities in Tanzania to protect forests by planting trees, with benefits including more secure water supplies.



With UNDP assistance, **GHANA** is transitioning to a green

economy. It adopted a national Climate Change Policy in 2013, and integrated provisions for “greening” across its national development plan. A nationwide rebate scheme encourages exchanging old refrigerators for more efficient ones—poorer households in particular benefit from lower energy bills. A UNDP partnership with the Ghana Cocoa Board created the Ghana Cocoa Platform; it backs sustainable environmental practices by a major national industry.



Better business skills make young people key to Ethiopia's future.

To sustain the momentum of its fast-growing economy and reach middle-income status by 2025, **ETHIOPIA** is investing heavily in its people. Its Entrepreneurship Development Programme, launched in 2013 in partnership with UNDP, trains talented young men and women. By 2015, the aim is for 200,000 to manage successful businesses.

60%

OF HIV AND AIDS PATIENTS COVERED IN ELECTRONIC DATABASE

Manual medical records for 700,000 people on medication for HIV and AIDS meant an enormous paperwork burden for **ZIMBABWE**. But UNDP, with The Global Fund to Fight AIDS, Tuberculosis and Malaria, helped introduce the electronic Patient Management System, covering over 60 percent of patients by the end of 2013. The benefits go beyond a dramatic drop in paperwork—patient care is better, and policy makers have accurate data to manage an epidemic.

NIGER

Planning for a Better Future

Niger is one of the world's poorest countries. Hunger is common across its vast stretches of desert, where droughts regularly decimate crops and livestock.

In these difficult conditions, UNDP offers relief to impoverished people like Bintou Bira, who lives in the small southeastern town of Korsorom. Through a UNDP programme supported by the Global Environment Facility, she earns income growing mesquite trees that slow desertification.

The benefits are immediate. "We have food and a bit of money, and we no longer need to cross the dangerous border," Bintou says, remembering when survival depended on risky sales of palm pulp in areas of neighbouring Nigeria troubled by insurgency. The programme also contributes to longer-term development and environmental gains, having employed over 2,000 people to restore 29,000 hectares of degraded land across Niger, part of which is now suitable for crops and grazing.

For UNDP, this kind of direct assistance to the most vulnerable individuals is undergirded by a broader commitment: helping Niger reduce its fragility and thrive as a nation. We work closely with national partners as they develop essential capacities to manage development and build resilience to crisis, including through effective systems of governance.

In 2010, a coup toppled the Government of Niger, driving out much of the external support on which the country still

depends. UNDP maintained its presence, however, and helped the national elections commission hold a successful poll in 2011.

Bringing political interests together since then has encouraged consensus that stability and effective governance are fundamental to development. A tangible indicator of progress came in 2013 when all parties and Parliament agreed on electoral laws and procedures, including a biometric voting system, to ensure that future elections are transparent and peaceful.

When the Government drafted its 2012-2015 national economic and social development plan, with UNDP support, it placed a central emphasis on effective governance as a lever for inclusive growth. UNDP subsequently helped convene external donors who closed the plan's nearly \$5 billion funding gap.

We also aided the Government in devising its "3N" initiative, for *les Nigériens nourrissent les Nigériens* (Nigeriens Feed Nigeriens). Absorbing 25 percent of the national budget, it targets food security as one of Niger's most critical problems. In tandem,

UN agencies and other international partners came together under a Millennium Development Goal acceleration framework that coordinates support for implementing 3N. An early warning system for natural disasters and food crises was established to facilitate preparation and recovery.

Political stability and aligned, well-planned programmes, from new agricultural techniques to cash-for-work initiatives, are now resulting in impressive changes. Irrigated agricultural production has increased; poverty and malnutrition have declined. Early actions linked to 3N in 2011 helped prevent famine after a poor harvest.

A next step will be bolstering local capacities to manage development closely attuned to local needs. In 2013, with UNDP support, Niger passed a national decentralization policy that will shift many governance responsibilities to its 266 municipalities. UNDP is already assisting with regional development strategies, and providing local planning and management tools. Niger has farther to travel than almost any other country in the world but increasingly, it is on course.



A community grain bank is part of solving one of Niger's most critical problems: food security.

Arab States

GREATER RESILIENCE TO RISK

The Arab States stand at a crossroads between progress and desire for change, and faltering development and crisis. Recent MDG progress has slowed. The transition that began with high hopes in 2011 has brought gains in some countries but taken a terrible toll in others.

UNDP recognizes the region's many vulnerabilities, and in the face of these, aims to reduce risks and build resilience. Our support includes measures to improve struggling economies and better manage shared natural resources. We bring long expertise into encouraging governance that meets expectations for representation and delivers responsive public services. Amid crisis and instability, we connect people to hope and recovery, so they can restart their lives and contribute to social cohesion, not further fragmentation.

The Arab world is going through a historic transformation, and the League of Arab States counts on its partners to support this transformation. The relationship between the Arab League and UNDP is a shining example of the collaboration envisaged by the UN Charter.

DR. NABIL ELARABY
Secretary-General · League of Arab States

HELPING PEOPLE
RECOVER BY PROVIDING:



Jobs



Essential services



Infrastructure

Conflict in Syria has been catastrophic, dragging development back by 35 years, and driving some 2.5 million refugees to surrounding nations overwhelmed by the influx. UNDP's massive response to this crisis meets immediate needs, while helping people recover by providing jobs, services and infrastructure. Benefits that reach both refugees and the local communities hosting them foster fair access to development and longer term stability.

In **SYRIA**, UNDP aids in restarting water and sanitation systems, providing essential services and employment in rebuilding them. In **LEBANON**, UNDP worked with municipalities to revitalize basic infrastructure such as roads, markets, schools and health centres. Vocational training for young people in **JORDAN** includes connections to potential employers. **NORTHERN IRAQ** has specialized legal, social and health services for refugees who are mostly women and children, including survivors of gender-based violence.



Vocational training for women in Jordan bolsters job prospects, fostering stability amid an influx of Syrian refugees.

15,000+ CASES OF LEGAL AID

In 2013, **SOMALIA'S** federal Parliament functioned for its first full year, with UNDP aiding development of basic law-making and oversight functions. Extensive national dialogue produced consensus on political milestones before 2016, when the country plans to hold its first elections in 50 years. As part of judicial reforms, UNDP provided over 15,000 cases of legal aid. Recent public surveys have affirmed increasing trust in the police and courts.

Despite intensified conflict in the **DARFUR** region of Sudan in early 2013, UNDP helped sustain 183 community-based mechanisms that resolve local conflicts—a survey of residents found that 73 percent agreed they build confidence and trust. We supported 64 community initiatives providing options for local people to earn livelihoods, and 151 infrastructure installments, such as markets and water systems. Many initiatives bring together people from different tribes and other groups to model the merits of peaceful coexistence.



In eastern Sudan, vocational skills give young people greater self-reliance.

38 MUNICIPALITIES AIDED IN TRAINING OFFICIALS ON ESSENTIAL PLANNING TASKS

MOROCCO has significantly reduced poverty but less so in rural areas. Until 2013, the Government had limited data to define local gaps. UNDP helped it with new statistical systems that, in shedding light on the worst concentrations of poverty, can guide targeted interventions. As Morocco begins decentralizing some government functions, we are also the first international organization helping local authorities build new skills. In 2013, we aided officials in 38 municipalities in learning essential planning tasks. New local gender equality commissions encourage actions providing equal opportunities for women.



Water supplies are limited in many Arab States, for varying reasons. In the **GAZA** strip, securing enough to wash, clean and cook used to be a daily struggle in the city of Rafah. UNDP installed a tank that now serves half the population of 100,000 people. We helped three Arab States—**EGYPT**, **LIBYA** and **SUDAN**—and **CHAD** broker agreement on joint management of the Nubian Sandstone Aquifer, one of the world's largest water resources of its type. Cooperation is critical to meeting growing human needs while minimizing environmental impacts.



Tunisian parliamentarians celebrated a landmark agreement on a new Constitution. Commitments to human rights, among other provisions, are pivotal steps towards inclusive democracy.



TUNISIA • In Transition, a Triumph

The 2014 passage of Tunisia's Constitution was a triumph. The vote complete, Tunisian legislators rose to their feet with applause, victory signs and even tears. The small country that in 2011 sparked the revolutions still shaking the Arab world had arrived at a moment of consensus and hope for peace.

After months of intensive bargaining, 200 out of 216 members of the Constituent Assembly said "yes" to a document that quickly became known as a landmark. Among other elements, it offers detailed protections of political, economic and social rights, and defines independent institutions to uphold them. It enshrines gender equality, and embraces a progressive approach to religion and the state.

The backdrop to the Constitution magnifies its achievements. Tunisia's revolution sprung from deep distrust between state and society. The transition from decades of autocracy to democracy has been rocky, marked by political deadlocks, assassinations and economic recession.

But committed Tunisians have fought hard for progress. UNDP has stood by

their efforts throughout, providing trusted advice grounded in international norms and long experience in other transition countries. We have backed a series of steps, like the new Constitution, that are pivotal to aspirations for democracy and an inclusive society.

Starting in 2011, we cooperated with the UN Department of Political Affairs to aid Tunisia's first democratic Electoral Management Body. Within a few months, it successfully conducted the Constituent Assembly elections, ushering 4 million Tunisians to the first free poll since the country's independence in 1956.

As the Assembly began drafting the Constitution, UNDP helped strengthen its capacity to share information. A process of mass public consultation was launched: 80 members of Parliament met with over 6,000 Tunisians citizens in all 24 provinces, and in more focused exchanges with women's and youth groups. Training for over 200 civil society groups facilitated their consultations with another 24,000 people.

These many voices and their calls for a more inclusive society resonated widely, even in periods of political stalemate. They fed into

the constitutional deliberations, as the drafts progressed. Moustapha Ben Jafar, head of the Assembly, commented, "We would have never been able to draft the Constitution, if it were not for the direct or indirect contribution of all sections of civil society."

Alongside the constitutional process, UNDP assisted with a new national strategy to combat corruption, and legislation to establish a Truth and Dignity Commission. The latter will investigate and redress past injustices, drawing partly on experiences in South Africa.

As Tunisia's new democratic institutions stabilize, UNDP's support is shifting to the economic exclusion that propelled the revolution—much of it centred on limited employment opportunities for youth. We have assisted six of the poorest regions to set up employment promotion action plans, and are testing experimental projects on livelihoods for youth to see which might merit scaled-up investment. When Tunisians can peacefully and freely vote, work and go about their daily lives, the most important phase of the transition will be complete.

Asia and the Pacific

SUSTAINING MOMENTUM

Asia-Pacific is the world's fastest growing region as its economic miracle continues to unfold. But this success, while laudable, is vulnerable. Economic growth has not produced enough decent jobs. Environmental tolls have been heavy. Natural disasters are more likely to strike here than anywhere else.

UNDP helps countries protect and extend development gains. We assist in generating more and better employment, and sustainably managing natural resources. Improved governance comes through shared and scaled-up innovations, and reforms upholding the rights of excluded groups. Averting development setbacks is rooted in better management of risks, including from disasters. Given the region's many changes, UNDP also supports a new agenda for development cooperation engaging countries increasingly poised to help others.

Long committed to the Pacific Small Island Developing States, UNDP is a trusted, indispensable partner across the range of its expertise and services, and in pursuit of the MDGs.

TUILOMA NERONI SLADE
Secretary-General of the Pacific Islands Forum Secretariat

40 MILLION PEOPLE REACHED BY
VOTER EDUCATION
CAMPAIGN

Historically, **PAKISTAN** had South Asia's lowest voter turnout, around 40 percent. For the 2013 general elections, UNDP backed a massive effort to boost the numbers. We helped the Election Commission devise its first voter education plan, and mobilized banks, hotels, government departments, schools, civil society groups, media and others to blanket the country with posters, banners, and radio and TV programmes on why and how to vote, with extra plugs for women's political rights. The campaign reached 40 million people. Voter turnout crossed 55 percent, spurred by unprecedented participation by women and youth.

Extensive training of officials helped improve the management of Pakistan's elections.



460,000 PEOPLE BENEFITTED
FROM IMPROVED



Schools



Water and
sanitation



Health care
centres

Wider public participation in the **LAO PEOPLE'S DEMOCRATIC REPUBLIC** has come through an innovative local financing model piloted by UNDP. Communities apply for funds from local administrations for development projects they consider priorities. In 2013, 460,000 people benefitted from improved schools, health care centres, and water and sanitation systems; more than a third of all districts have adopted the approach.

Assisted by UNDP, **BANGLADESH'S** response to its extreme vulnerability to natural disasters has been a comprehensive national risk reduction system. It coordinates action on many fronts—even mobile phone operators are involved, giving 112 million wireless subscribers early warning information. Before tropical storm Mahasen hit in 2013, a million people took refuge in nearly 4,000 shelters within 24 hours. Seventeen lives were lost, a figure significantly below past crises.

112 MILLION WIRELESS SUBSCRIBERS RECEIVE
EARLY WARNING INFORMATION



IRAN used UNDP technical inputs in successfully introducing an integrated management model for three protected wetlands, now being scaled up to 50 areas under a new national conservation plan. The model balances conservation with sustainable use of natural resources by local communities, and encourages public participation in decision-making. Legislation is underway to eventually guide national application in 84 areas.



Climate change threatens many rural communities in Kiribati. UNDP is part of efforts to build resilience by reducing existing risks and preventing new ones.

Eight **PACIFIC ISLAND STATES** in 2013 used UNDP expertise to adopt climate change policies and regulations. We also helped 80 communities—nearly 40,000 people—to begin using measures to adapt to climate shifts. As one result, 5,000 people have more secure water supplies. **SAMOA** developed an adaptation strategy for agriculture and established 25 nurseries for resilient plants. Upgraded energy tariff policies have increased renewable energy prospects in **TUVALU**.



In **CHINA**, UNDP joined national partners in policy dialogues that, over time, contributed to landmark legal reforms in 2013. These included

banning forced confessions and stipulating the right to counsel. The first national consultations among lesbian, gay, bisexual and transgender (LGBT) representatives with the participation of government officials discussed concerns with discrimination and violence, and produced a commitment to strengthen public awareness and legal protections of LGBT rights. UNDP also helped China introduce a more strategic approach to its emerging role as a foreign aid provider.



UNDP assists Afghanistan to restore infrastructure and provide much-needed jobs.

THE PHILIPPINES Managing Recovery, Reducing Risks

In late 2013, Typhoon Haiyan swept west across the Pacific Ocean, gathering furious power. By the time it slammed into the Philippines' Visayan Islands, it became the strongest recorded storm ever to hit land. Winds howled at over 300 kilometres per hour. When they finally abated, more than 6,000 people had perished. Over 14 million Filipinos suffered losses, including homes, livelihoods and essential public services.

The tragedy was compounded by the fact that the typhoon crossed one of the poorest areas of the Philippines, where people have low resilience to disaster and therefore limited capacities to recover. Nearly 70 percent rely on farming and natural resources highly susceptible to damage.

UNDP's response to the crisis was immediate. We took actions to fulfil urgent needs. We also initiated measures to reduce risks and vulnerabilities over the longer term.

Under the national assistance plan, we scaled up a massive relief and recovery operation to assist 54 of the hardest-hit municipalities. With millions of fallen trees tangled with smashed vehicles and the twisted remains of buildings, a first priority was to help clean up the mess. This opened channels for humanitarian aid and provided employment. Nearly 65,000 people who might otherwise have been destitute cleared the debris, earning



incomes for their families and injecting much-needed cash into local economies.

Within two months, access to 14 hospitals and over 700 schools and day-care centres had been restored, and nearly 1,000 kilometres of roads reopened. Businesses restarted. UNDP helped set up 10 mobile sawmills to cut fallen trees into lumber for reconstruction, offering jobs to thousands more people involved in transporting and processing wood. In some of the poorest areas, training programmes enabled nearly 1,800 local people to learn carpentry, masonry, electrical and other essential skills for rebuilding. Through partnerships with private sector firms, each person was guaranteed employment upon graduation.

A major focus of UNDP's assistance has been aiding national and local governments. They have led the response to what would be an overwhelming catastrophe for any country. With aid contributions coming in from around the world, for example, we shared experiences from Indonesia after the 2004 Indian Ocean tsunami. As a result, preparations

are underway to establish a national system that effectively tracks and allocates funds, and encourages accountability.

Locally, the emphasis has been on restarting essential public services, such as those for collecting household waste, otherwise a serious health hazard. In the city of Tacloban, the economic heart of the Visayas, UNDP temporarily oversaw waste management until local capacities could be restored.

By early 2014, we were working with the Department of Interior and Local Governance to develop a mechanism to second local officials from unaffected regions to assist with continued recovery efforts. Local disaster risk and response mechanisms were being developed—these are some of the best precautions against severe storms. Natural disasters may be inevitable but mass loss of lives and livelihoods does not have to be.

100 days post-typhoon: Nearly 1,000 kilometres of roads were cleared; children had returned to over 700 restored schools and day-care centres.

Europe and the CIS

DEEPENING INCLUSION

Despite economic crisis, many countries in Europe and the Commonwealth of Independent States (CIS) have kept their development on track. But uneven progress and persistent marginalization of some groups heighten social tensions, as actual living standards fail to meet aspirations. Critical energy shortages combine with inefficient use and pollution.

UNDP helps countries pursue development responsive to all citizens, whether through higher quality services or better public financial management or enhanced access to justice. We aid in breaking discriminatory barriers, including to decent jobs and livelihoods. Through investments in clean, secure energy, and improved care of natural resources, we support a sustainable balancing of human and environmental priorities.

Our partnership with UNDP goes from strength to strength, producing truly great achievements. We share a key aim: fighting poverty and delivering better, more efficient aid to people who need it most.

ANDRIS PIEBALGS
European Union Commissioner for Development

200,000+

PEOPLE BENEFITTED FROM
PEACEFUL COOPERATION

The dispute over the Transnistrian region of the **REPUBLIC OF MOLDOVA** has lingered for over 20 years. A European Union and UNDP-sponsored programme brings people together across a dividing line, the Nistru River. Local authorities, civil society groups and businesses work collaboratively to launch new companies, restart cross-river trade, renovate social services infrastructure, and provide legal aid services and social assistance. More than 200,000 people have seen the benefits of peaceful cooperation.



Public-private partnerships in Albania help youth with disabilities learn skills to get good jobs.



MONTENEGRO'S top foreign policy priority is accession to the European Union. UNDP provides expert advice to the Government in ongoing negotiations and required reforms.

We have assisted in expanding the legal aid system, with a 10 percent jump in the caseload. Municipalities are better equipped to manage public finances. And towards improved security, Montenegro in 2013 passed the halfway mark in destroying stockpiles of obsolete ammunition.

ECONOMIC
FOCUS



BROADER INTEGRATION
OF ENVIRONMENTAL
AND SOCIAL CONCERNS

In 2013, **UZBEKISTAN** embarked on a long-term development strategy, something it has never had before. UNDP, collaborating with the World Bank, successfully advocated for moving from an economic focus to a broader integration of social and environmental concerns. We assisted in streamlining national budget legislation to increase efficiency and accountability in using public funds, and jointly with the International Monetary Fund are helping national authorities harmonize public sector accounting practices with international standards. A new learning portal is expected to boost professional development among nearly 30,000 civil servants.



University students in the former Yugoslav Republic of Macedonia helped develop apps with social benefits.



The **FORMER YUGOSLAV REPUBLIC OF MACEDONIA** has an app for that—specifically, to track natural disasters. UNDP and university students developed it, and emergency services deployed it

in 2013 to protect people from flooding through regular updates and information on demand. A second app for unemployed youth puts comprehensive information on potential jobs just a swipe away.



TAJIKISTAN has abundant rivers and streams—and winter power shortages in rural areas. In one community with over 22,000 residents, UNDP built a small

hydropower plant providing regular electricity to a school, a local dairy shop, a health centre and homes, and trained local residents to operate it. In 2013, the national electrical grid for the first time agreed to purchase excess power from local production. The decision opens the door for more localities to establish small plants that generate power as well as funds for development.

40,000



FACEBOOK "LIKES" FOR THE
CHANGE YOUR MIND CAMPAIGN

Recent UNDP research in **GEORGIA** confirmed deep-seated gender discrimination—88 percent of Georgians think men should be family breadwinners. To counter stereotypes, we kicked off a national campaign to *Change Your Mind*, which soon had 40,000 Facebook "likes". We also encouraged nearly 200 women leaders to act as role models, widely publicizing their achievements. Irina Pkhovelishvili organized the country's first association of women farmers. Phikria Margiani resolved a village transport problem for 180 families. Tika Vetriakova started a cleaning company employing 190 people.

INSET: Windmills herald a greener future, as do national commitments to significantly boost investments in renewable energy generation.



RIGHT: Pilot projects making Kazakh schools warm and well lit are being scaled up in other public buildings.



KAZAKHSTAN • Greening a Carbon Economy

Renewable energy was once a hard sell in Kazakhstan. Huge fossil fuel reserves propelled rapid economic growth and kept energy prices low. Few people worried about energy efficiency. With its carbon-heavy economy, Kazakhstan qualified as one of the world's worst per capita emitters of greenhouse gases.

But today, a more sustainable future is in sight. UNDP's long-term advocacy and technical expertise have backed growing uptake of greener practices, and sweeping recent changes in national laws and policies.

In 2013, Kazakhstan's President announced that the country would begin transitioning to a green economy, taking actions on energy, water, waste and other essential areas. By 2050, half the country's energy must come from alternative sources. National legislation has already been amended to boost investment in renewable energy through pricing incentives, entailing government funding that could top \$7 billion.

The first signs of Kazakhstan's greening appeared more than a decade ago. UNDP, with support from the Global Environment

Facility, urged exploring wind energy as a renewable source of power in plentiful supply across the country's large territory. Detailed technical studies confirmed a potential generation capacity 18 times greater than the current network of electrical plants.

UNDP worked side by side with national authorities to resolve technical blocks to wind energy development. By 2011, windmills whirred at the first commercial facility. Two more plants soon came on line, and additional installations are under construction. Over time, they could cut carbon emissions by millions of tons, and, by spawning new industries and jobs, produce economic benefits in the billions of dollars.

Such obvious payoffs have spurred exploration of other green possibilities; the national green economy push will likely accelerate momentum. In 2013, the city of Almaty's transportation plan took up "green mobility," with ambitions to cut automobile traffic by 30 percent as people turn to new bus lanes and light rails. The city of Astana is moving to modernize all 181 of its public buildings by 2015, drawing on earlier UNDP

pilot projects that retrofitted schools with modern heating system, lights, windows and insulation.

Since buildings nationally are major energy wasters, efficiency is now central to the \$5.8 billion National Programme on the Modernization of Housing and Municipal Infrastructure. UNDP has helped develop Kazakhstan's first green construction specifications and pioneer high-efficiency technologies in large apartment buildings. Nationwide, more than 1,000 old apartment buildings have been upgraded with our support.

In rural areas, steps towards sustainability centre on agriculture, also integral to the green economy focus. Every year, Kazakh farmers lose up to \$4 billion due to water scarcity and land degradation. This impacts all of Central Asia, where Kazakhstan supplies 90 percent of the wheat. National authorities, farmers, UNDP and the United States Agency for International Development are spearheading techniques adapted to a changing climate, from high-yield seeds to diversified planting. Increasingly, the green economy looks set to grow.

Latin America AND THE Caribbean

ACCOUNTABLE AND SECURE SOCIETIES

A decade of progress has transformed Latin America and the Caribbean, with incomes up and 90 million people joining the middle class. Still, growth and the reduction of inequalities are slowing. Despite dynamic labour markets, opportunities are not equal for women, youth, and people of African and indigenous descent.

UNDP assists countries to probe and cut the roots of persistent disparities. We advocate understanding poverty as having dimensions beyond just income, and stand by a new generation of universal social protection programmes. We encourage broad, meaningful participation in development choices as key to both prosperity and stability. A concerted emphasis on gender equality recognizes that women help drive the region's advancements; they also have rights to live free from discrimination and violence.

UNDP has been an important partner, strengthening the Central America Security Strategy and its coordination mechanism. Our alliance promotes South-South cooperation and activities in selected countries, especially to prevent violence.

HUGO MARTINEZ
Secretary-General - Central American Integrated System (SICA)



In **MEXICO**, as central government authorities considered tax reforms, UNDP worked with the Ministry of Social Development to show that a proposed value added tax on previously exempted food and medicine would push 14 million people into extreme poverty. The information guided more nuanced reforms in 2013 that minimize burdens on the poor, and balance economic and social development.



UNDP-supplied analysis helped the Government of Mexico avoid penalizing poorer people through taxes on food.



Mineral resources in **PERU** are a source of wealth—and conflict. Extraction often occurs in poor communities seeing few benefits while suffering consequences such as pollution and displacement. In 2013, UNDP helped the central Government set up a national office to manage conflict prevention grounded in dialogues among local authorities, communities and mining representatives. Together, they forge agreement on investments in local development. Based on this process, the Government has shifted over \$600 million into improving roads, schools, and water and other essential services.



Brazil is extending its highly successful *Bolsa Familia* social protection programme—and sharing its experiences with countries around the world.

30%
DECLINE IN
HOMICIDES

UNDP has helped **GUATEMALA** with judicial reforms contributing to an over 30 percent decline in homicides between 2009 and 2013. New information management systems strengthen criminal investigations and prosecutions, ensuring, for example, more effective trials for femicide cases in specialized courts. In 2013, national courts heard the first case of genocide brought by 12 women survivors of conflict-related sexual violence. Through civil society organizations, UNDP provided legal and psycho-social assistance, and trained prosecutors and judges.

50 MILLION

PEOPLE OBTAINED HEALTH CARE AND EDUCATION

In 2013, **BRAZIL** celebrated 10 years of its *Bolsa Familia* social protection programme, globally recognized for extending health care and education to poor families. A partner since the beginning, UNDP aided monitoring systems to boost outreach—50 million people obtained benefits. Brazil's latest strategy, *Brazil Without Poverty*, takes the next step by offering comprehensive services, from child care to job training to energy access. In 2013, the Government, UNDP's International Policy Centre for Inclusive Growth and the World Bank agreed to globally share social protection experiences through the *World Without Poverty* online knowledge platform.

1,700 FIRMS CERTIFIED FOR
ADVANCING GENDER
EQUALITY IN WORKPLACES

Across the **REGION**, UNDP sponsors a certification programme that encourages public and private companies to boost gender equality in workplaces—1,700 firms in 12 countries have qualified by meeting programme standards on hiring and workplace practices. In 2013, UNDP brought together over 40 Afro-descendant women politicians from 17 countries. They created the region's first network mobilizing attention to their double burden of gender and racial discrimination, particularly in politics and decision-making.



In Haiti, sturdy stone and wire embankment walls protect poor communities from floods.

HAITI'S geographic vulnerability to natural disasters such as earthquakes and hurricanes is intensified by extreme poverty. UNDP programmes help Haitians build resilience through expanded economic opportunities,

while mitigating risks of catastrophe. In 2013, the construction of riverbank walls, irrigation canals and dykes protected 34,000 people from torrential rains. More than 600 hectares of denuded land have been planted with trees, and nurseries established to nourish millions of seedlings.



When young men like Giovanni discover a life off El Salvador's violent streets, they begin to turn their lives around. UNDP supports a combination of measures, including employment, vital to fighting high rates of crime.

EL SALVADOR • Many Paths to Peace

Giovanni's face softens under the otherwise fearsome ink of his gang tattoos. As the 23-year-old bends over a row of pepper plants, his fingers dart carefully between them, plucking stray weeds and adjusting the fragile string that holds them up to the light filtering through the greenhouse.

Three times a day he checks the plants, nurturing them as he nurtures his own life.

Not long ago, Giovanni spent his days "living off the street." A member of one of El Salvador's many violent gangs, he won't speak about his past. The gangs have given the country some of the world's highest homicide rates. Young men like Giovanni are most likely to join up—and die violently.

But through a UNDP-assisted project in El Pino, a neighbourhood in the municipality of Santa Tecla once considered too dangerous even for armed police, Giovanni and other young men find alternatives

to a life of crime. They learn the basics of managing a small business: in this case, growing and marketing crops that will thrive on small urban plots and are in demand by local grocery stores.

"Before, my life was a mess," Giovanni confesses quietly. "Now I have a lot to do—there is no time to bother people."

The El Pino project is one of many ways that UNDP is helping El Salvador get a grip on a plague of violence. The tangled roots of this complex problem encompass poverty, scarce jobs, social fragmentation and a history of brutal conflict. Solutions must operate on many levels, local and national. They need to control and prevent crimes, increase quality of life and open doors to productive development.

Municipalities are where crimes typically occur but until recently, most were severely handicapped in efforts to improve security, lacking even basics such as detailed

information on victims and violence by neighbourhood. UNDP helped develop municipal observatories to track and analyse crime statistics.

Using this information to diagnose trouble spots, we encouraged local authorities and community members to work together to reduce tensions and improve public spaces. Restoration of abandoned areas, neighbourhood policing, community mediation mechanisms and reintegration programmes for youth are among diverse actions that in some cases have cut crime by up to 45 percent.

Early success with these experiences convinced the national Government to adopt its first national policy on justice, security and a peaceful coexistence in 2010. By 2012, it had a comprehensive prevention strategy for municipalities that will scale up tactics introduced by UNDP. Gun laws have been tightened, in part due to better municipal information on the efficiency of gun bans.

El Salvador has a long journey to a peaceful society but measures like these will sustain systematic progress.

Giovanni knows this—for the first time, dignified work and a legal income have made him feel responsible for the future. He reflects, gazing across his thriving pepper plants, "I want my son to grow up the opposite of me, to get a degree, to wear a suit and tie, and to know that I am proud of him."

UNDP BY THE NUMBERS

In 2013, UNDP programmes helped:



BUILD RESILIENCE

14

CRISIS-AFFECTED NATIONS



CREATE SUSTAINABLE LIVELIHOODS

6.5 MILLION JOBS

BROADEN ACCESS TO JUSTICE



117 COUNTRIES

CONDUCT ELECTIONS

43

MILLION NEWLY REGISTERED VOTERS



MAKE SOCIAL PROTECTION INCLUSIVE

15 MILLION PEOPLE



BALANCE NATURAL RESOURCE USE

250 MILLION HECTARES



We bring people together to exchange solutions.

A PARTNER OF CHOICE



OF PARTNERSHIP

Partnership is at the heart of everything UNDP does. We offer a nearly universal presence. Our substantial expertise—both intellectual acumen and practical experience—cuts across diverse development issues and settings. These valuable assets combined with our long legacy of trust have made us a global partner of choice.

We stand with governments, other international organizations, businesses and civil society in building bridges to a new era of inclusive, sustainable development. People working together achieve greater capacities, better knowledge and broader awareness. As they see new hope in possibilities for progress, a powerful quest for transformation begins.

GREATER CAPACITIES FOR DEVELOPMENT

UNDP has nearly 50 years of partnership with developing countries. Today, with so many making notable strides and having accumulated rich stores of knowledge

on effective development, we help bring them together to exchange solutions with proven track records.

In the Caribbean region, where hurricanes and other disasters regularly strike, **CUBAN** success with local risk reduction is well known. UNDP is helping five neighbouring countries adopt the model, adapted to their requirements. In 2014, the **DOMINICAN REPUBLIC'S** municipal district of Victoria opened the country's first local risk management centre. It uses trained staff and leading technology to routinely manage information on risks and hazards, towards the goal of protecting lives and resources.

Seventeen countries and 15,000 civil servants, mainly in Latin America, have applied the UNDP-developed SIGOB programme, which assists governments to effectively manage information and workflows. In 2013, UNDP helped officials from **AFGHANISTAN** learn from experiences in **ARGENTINA** and **BRAZIL**, including to better coordinate government units and tailor services to citizen demands. The Afghan Presidency has begun setting up a SIGOB system to manage official documents and correspondence with citizens, based on a similar one in Brazil.

A longstanding UNDP partnership with the **NEPAL** Administrative Staff College has resulted in training 650 officials across 26 ministries on the “do no harm” principle, which entails analysing and minimizing

potential conflict risks in development programming. In 2013, we helped officials from **TIMOR-LESTE** learn from this experience, and an initial cohort of its civil servants passed through similar training. A new course on conflict sensitivity has become part of the curriculum of the National Institute of Public Administration.

UNDP has brought Chinese technology and policy experts to **GHANA** and **ZAMBIA**, and energy officials from Ghana and Zambia to **CHINA**. Together, they are exploring how Chinese successes in extending energy access could be replicated, making a big difference especially in the lives of the rural poor. UNDP experts help ensure that Ghana and Zambia will obtain renewable energy technology most suitable to what they

need, as well as critical skills to operate and eventually produce it. China is taking the opportunity to learn how to better share know-how as it expands its role as a foreign aid provider.

In 2013, the **Bill & Melinda Gates Foundation** lent its financial weight behind the continued spread of the multifunctional platform in Africa. UNDP has already helped 12 countries adopt the device, which can transform lives in rural areas by offering modern energy services and employment. Existing installations benefit 3.5 million people and support about 2,900 rural enterprises. The Gates Foundation partnership is scaling up use of the device based on successful experiences in **BURKINA FASO**, **MALI** and **SENEGAL**.



MULTIFUNCTIONAL
PLATFORM DEVICE
BENEFITTED:

3.5 MILLION
PEOPLE

2,900
RURAL ENTERPRISES

LEFT: Successful experiences with the multifunctional platform, which provides energy services and jobs, led the Gates Foundation to back continued expansion in Africa.



100 COUNTRIES SUPPORTED
ON ENERGY PROJECTS
IN 2013



200+ PARLIAMENTARIANS MOBILIZED
TO LEARN FROM ONE ANOTHER
AND ACT ON CLIMATE CHANGE

UNDP supported energy projects in 100 countries in 2013 with financing from the **Global Environment Facility**. These extended access to clean and affordable energy services, encouraged the switch to renewables and greater efficiency, and promoted policy and financing instruments to catalyse renewable energy investments. An evaluation of projects ending in 2013 found that seven alone resulted in energy savings roughly equivalent to the annual electricity consumption of Denmark; cost savings amounted to an estimated \$6.5 billion.

A partnership between UNDP and the **UN Environment Programme**, the *Poverty-Environment Initiative*, aids countries in examining how to channel public expenditures to both assist the poor, and sustain the environment and climate. It has pioneered use of the innovative Climate Public Expenditure Review model. As of 2013, spending on environmental and climate change issues in **RWANDA** grew from 0.4 percent to 2.5 percent of the national budget, and a special fund was established for projects linking poverty, the environment and climate. **NEPAL** received

the 2013 Global South-South Development Leadership Award for adopting national budget codes allowing it to track all climate expenditures. It now spends over 10 percent of its national budget to manage climate impacts, with a priority on protecting vulnerable groups.

Through collaboration with the **Climate Parliament**, an international cross-party network of legislators, UNDP has helped mobilize over 200 parliamentarians from 10 countries to learn from one another and act on climate change. In 2013, participants took part in legislative processes that resulted in **TUNISIA** becoming the third country in the world with a constitutional commitment to protect the climate, and **MOROCCO** reducing taxes on solar panels and other renewable energy technology.

Around the world, increasing numbers of private sector companies are acknowledging the obvious benefits of sustainable, inclusive development, and doing their part, whether that means extending services to excluded groups, or adopting environmentally sound business practices.



Thirty-four steel manufacturers in India have embraced new technology cutting fuel consumption and greenhouse gas emissions.



AIRPORTS BETTER PREPARED TO HANDLE MASSIVE INFLUXES OF HUMANITARIAN SUPPLIES IN CASES OF CRISIS



PEOPLE REACHED BY AN ENERGY EFFICIENCY CAMPAIGN IN TURKEY

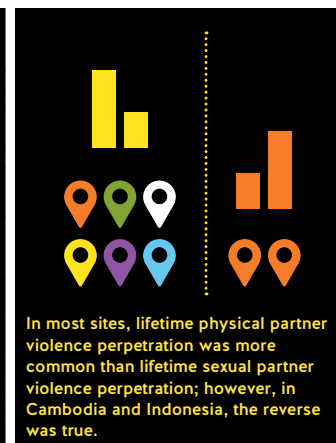
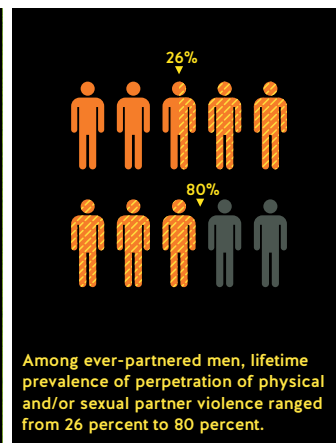
UNDP encourages their engagement, such as through the *Get Airports Ready for Disaster* programme, a partnership with **Deutsche Post DHL**. By 2013, the programme had helped better prepare 21 airports to handle massive influxes of humanitarian supplies in cases of crisis. It trains airport personnel on everything from coping with surges in air traffic to assessing landing capacities for large cargo planes. Through collaboration with the global **Maritime Anti-Corruption Network**, UNDP assisted a project in **NIGERIA** in 2013 that assessed corruption risks in port processes. It established a risk mitigation plan, introduced integrity training and began developing formal complaint mechanisms.

In **TURKEY**, UNDP, with support from the Global Environment Facility, works with the Government and major manufacturers like **Arçelik** and other members of the **Turkish White Goods Manufacturer's Association** to boost

production and use of more efficient household appliances—Turkey is one of the world's leading appliance producers. Training has equipped 50,000 sales staff to promote energy efficient models; a public advocacy campaign has reached 9 million people with messages on caring for the environment while cutting energy bills. The Government has improved labelling for appliances, and instituted new systems to test and monitor energy consumption.

UNDP and **INDIA'S Ministry of Steel** have teamed up to advance energy efficiency in steel rerolling units—which are both major energy consumers and lifeline suppliers to the country's booming construction business. By using new technology, 34 manufacturers have cut fuel consumption by up to 25 percent and greenhouse gas emissions by a quarter. Initial investments can be recouped in 24 months through energy savings. Three hundred factories are expected to make a similar move by the end of 2014.

A report developed through a UN partnership produced some of the most compelling evidence ever of the severity of violence against women in Asia and the Pacific.





UNDP, the Government of Qatar and the UN Office of South-South Cooperation held the first Arab States Regional South-South Development Expo, convening 400 delegates from 45 countries to exchange tangible solutions to common development challenges.



AN ONLINE DIRECTORY OF

THINK TANKS

AIMS TO INSPIRE CONTINUED NETWORKING AMONG PEOPLE IN THE ARAB STATES

BETTER KNOWLEDGE

UNDP and our partners generate a wealth of new knowledge, drawing on diverse sources of expertise to offer fresh thinking and shine a spotlight on overlooked concerns. We also convene people in vibrant, thought-provoking exchanges that spark new ideas on shared development solutions.

In 2013, collaboration between **UNDP**, **UNFPA**, **UN Women** and **UN Volunteers** resulted in the groundbreaking Asia-Pacific report *Why Do Some Men Use Violence Against Women and How Can We Prevent It?* The report's striking findings caught global media attention, with stories ranking in the BBC's top 10 and two articles in *The Lancet*. Drawing from a multi-year survey of 10,000 men, the report found that half admitted to committing physical and/or sexual violence

against a female partner, while a quarter had perpetrated rape. New findings included that men begin committing violence much younger than previously thought. Impunity remains pervasive, with the vast majority of rapists facing no legal consequences.

In the Arab States region, UNDP and the **Foundation for the Future** in 2013 brought together more than 20 leading think tanks from six Arab countries to share insights on their vital roles in diversifying knowledge, and providing deep analysis and high-quality data to support policy formation and social dialogue. Experts on transition from **INDONESIA**, **MYANMAR** and **SOUTH AFRICA** described how think tanks can be progressive forces for democratic transition, including in raising

otherwise overlooked issues. After the meeting, UNDP and the Foundation for the Future jointly produced an online directory of think tanks in the region that is one of the first and most comprehensive of its kind, aiming to inspire continued networking and knowledge exchange.

With the Government of **COLOMBIA** and the **UN Working Group on Business and Human Rights**, UNDP in 2013 aided organization of Latin America's first Regional Forum on Business and Human Rights. More than 400 people from companies, governments and civil society organizations in 17 countries debated better strategies for addressing the impacts of business practices on human rights.



In Thailand, 4,000 students participate in the Anti-Corruption Network.

In 2013, UNDP for the first time co-facilitated the Global Elections Organization Conference, one of the world's largest forums on electoral issues, with the **National Elections Commission** of the **REPUBLIC OF KOREA**. Over 300 elections professionals learned about the latest technology and ideas on elections management. UNDP joined the **World Bank**, the **International Monetary Fund**, the **Commonwealth Parliamentary Association** and the **Revenue Watch Institute** to host a global seminar helping parliamentarians learn about effective engagement with extractive industries.

Hosted by UNDP, the flagship knowledge-sharing initiative known as the **UN Solution Exchange** now has 15 active online communities bringing people together in countries across Asia and the Pacific. Since 2005, it has helped more than 25,000 government representatives, development practitioners, civil society organizations, private sector firms and research institutes tackle programme and policy issues on topics such as child marriage, microfinance, disaster management, maternal health and nutrition.

BROADER AWARENESS

Broad participation is fundamental to inclusive development. UNDP engages with an array of partners in reaching millions of people around the world to inspire awareness and action on common concerns.

With two-thirds of **CAMBODIANS** under age 25, UNDP partnered with **BBC Media Action** to promote youth participation in civic life. A three-year outreach campaign with positive messages and role models showed young people the many ways to get involved, whether by casting a vote or contributing to community upkeep. By 2013, the campaign had reached an estimated 2 million people, with follow-up assessments finding young people more confident and willing to take actions on issues concerning them and their communities.

In **THAILAND**, UNDP and **Khon Kaen University** have backed the Youth Anti-Corruption Network involving 4,000 university students who advocate measures to clean up corruption—the World Economic Forum in 2013 recognized it as a “Creative for Good” best practice.



300+

ELECTIONS PROFESSIONALS LEARNED ABOUT THE LATEST ELECTIONS MANAGEMENT TECHNOLOGY



60 COUNTRIES LINKED TO HARNESS TECHNOLOGY FOR A BETTER WORLD

UNDP's **Business Call to Action (BCtA)** encourages private sector partners to agree to actions that benefit the poor while being commercially viable—company commitments now include providing 1.8 million jobs and improving nutrition for 1.2 million people. Twenty-two new companies came on board in 2013, bringing the total to 89; an increasing number are fast-growth firms from developing countries. BCtA brought member companies together to exchange ideas with winners of the **G20 Challenge on Inclusive Business Innovation**—after a global search, it dubbed 15 companies as champions of the approach. Media advocacy raising awareness of the immense potential of inclusive business reached millions of people worldwide, while a joint venture with the **The Guardian** newspaper yields regular profiles of successful inclusive business models.

The 2013 Social Good Summit was sponsored by UNDP with the **United Nations Foundation, Mashable, the 92nd Street Y, the Bill & Melinda Gates Foundation and Ericsson**. It linked people from 60 countries, from Afghanistan to Zimbabwe, to raise awareness on harnessing technology for a better

world. In what was one of the largest conversations of its kind, an inaugural group of “keynote listeners” encompassed World Bank President Jim Yong Kim, Crown Princess of Norway Mette-Marit, Gates Foundation Co-Chair Melinda Gates and Virgin Group founder Richard Branson.

UNDP appreciates the continued generosity of its **Goodwill Ambassadors**. Their high public profiles take advocacy for development to new audiences around the world. In 2014, **Connie Britton**, star of the television series *Nashville* in the United States, became the newest ambassador, bringing her passionate conviction that the time is now to end poverty and empower women. Renowned footballer **Iker Casillas** called on young people in Uzbekistan to volunteer in their communities, while Norway's **Crown Prince Haakon** highlighted programmes in Zambia helping to attain the MDGs. At the 11th annual Match Against Poverty, football legends **Ronaldo and Zinedine Zidane**, joined for the first time by the female star **Marta Vieira da Silva**, raised funds for typhoon survivors in the Philippines. Actress **Misako Konno** also provided resources for the massive recovery effort there.



TOP: Actress Connie Britton, UNDP's newest Goodwill Ambassador, joined a social media campaign advocating gender equality.

BOTTOM: Norway's Crown Prince Haakon met youth in Zambia to promote the MDGs.

GLOBAL UN COORDINATION

Working together, UN organizations optimize resources and deliver significant results.



From songs to social media to televised debates, joint UN advocacy engaged millions of Zambians in thinking about key development concerns. National spending on education and health, two top priorities, increased in 2014.

Integrated development assistance helps connect countries to all the different kinds of expertise they need to tackle complex challenges.

Towards that end, UNDP manages and primarily finances the Resident Coordinator system, which encourages collaboration by country teams of UN organizations, and helps increase efficiency and effectiveness. We also lead the UN Development Group, which provides guidance and coordination on the global level. UNDP's own broad mandate is both the foundation for a strong UN development system, and integral to our ability to link issues and foster collaboration.

In **ZAMBIA**, the UN country team in 2013 spoke with one voice, pulling together around a common advocacy platform as the country embarked on constitutional reforms. Organizations collectively reviewed all international human rights conventions ratified by Zambia, and presented a set of common recommendations to the constitutional drafting committee, nearly all of which were incorporated as the draft moved forward. Joint campaigns on accelerating efforts to achieve the MDGs and identifying post-2015 priorities reached

millions of Zambians through television documentaries, radio conversations, public town hall meetings, social media and even a concert called *A Young Zambia Arises*. Dynamic debate made clear that top priorities remain education and health—the Government increased allocations for both in 2014.

Inclusive economic growth was another major concern. To reduce poverty and vulnerability, experts from different UN agencies together helped the Government develop a National Social Protection Policy, and increase the budget for cash transfers that are a lifeline to the poorest people. Other joint actions have supported a boost in agricultural productivity and market access, and expanded employment opportunities, particularly for marginalized groups. The Zambia Congress of Trade Unions has created a youth wing to promote young entrepreneurs, while the newly formed Zambia Association of Women in Construction advocates a business environment more open to women.



600+

POLICE OFFICERS, JUDGES AND PROSECUTORS TRAINED ON HOW TO FULLY UPHOLD LAWS TO STOP VIOLENCE

For UN organizations in **INDONESIA**, increasing inequality is a challenge cutting across programmes issues. Central Java, for example, has a maternal mortality rate higher than the national average. Since reducing maternal deaths is key to the MDGs, the UN team created an MDG Acceleration Framework Action Plan, a tool globally championed by UNDP. It assists the province with specific measures helping more women survive. Joint initiatives also backed a new food security and vulnerability atlas that identifies exactly where people most need help from targeted programmes of support, given continued high rates of childhood stunting. Passage of regulations to implement the State Legal Aid for the Poor Act led to a nationwide roll-out of new services expected to benefit 20,000 people who otherwise could not afford legal assistance.

Through the UN-assisted national REDD+ programme on reducing deforestation and forest degradation, Indonesia took significant steps in 2013 to slow the loss of its forests. The national Government extended a moratorium on harvesting primary forests and peat lands, and installed satellite technology providing systematic, real-time data on forest inventories and degradation. After a governance assessment found weaknesses in the local management of forests, national policy makers agreed to make better governance a central part of the next strategic forestry plan. Indonesia created a forest governance index that gauges the quality of governance nationally and in 11 of the most heavily forested provinces; it is being used to guide planning and monitoring.

UN organizations joined forces in **SERBIA** on a critical human rights concern: preventing violence against women and protecting survivors. They supported the introduction of an integrated legal and social service model in 15 towns, and sponsored specialized training so that police, health-care and social workers, judicial officials and civil society groups could understand their roles and work together better. Nationally, for the first time, a 24/7 hotline is available to survivors, and selected service providers have been accredited with specialized skills to pilot programmes for perpetrators, aimed at cutting the roots of violence.

Through Serbia's main police and judicial academies, courses for over 600 police officers, judges and prosecutors broadened knowledge of how to fully uphold laws



UN organizations in Indonesia work together on cutting maternal mortality in areas where rates remain high.



Comprehensive measures to end violence against women in Serbia include enlisting men as champions of change.

to stop violence. Work with the Ministry of Education has resulted in professional training for teachers on detecting and responding to violence in schools, which must now prepare and report on annual violence prevention plans.

2013 saw continued advances in mechanisms helping UN teams work effectively and efficiently. In response to government requests, 38 country teams now *Deliver as One*, a mode involving close coordination of programmes and

operations. Many other teams use several elements of the approach. New standard operating procedures guide this process, including ensuring it remains focused foremost on achieving development results.

Early indicators of success came from 12 country teams piloting a relatively comprehensive model of shared services. Individual agencies, depending on capacity, administer procurement, information technology and human resources for the team. Significant cost

savings have topped an estimated \$13 million in Ethiopia and \$10 million in Rwanda, even as service quality and access improved. The UN team in Brazil began piloting a joint operations facility that, in adopting global operating protocols independent of those of any individual organization, is the first of its type. It aims for much higher efficiency and lower costs, including through having one core group of staff performing all operations for different agencies.

POOLED FINANCING ADVANCES JOINT GOALS

UNDP administers over 100 UN and national pooled financing mechanisms designed to enhance aid effectiveness, strengthen UN coordination and support transformative change for sustainable development. Together, these channel support to a broad set of humanitarian, transition, development and climate change programmes.

In 2013, UNDP received \$736 million for the funds. This brought the total amount deposited by almost 100 different contributors since 2004 to over \$7 billion. Innovative new funds established in 2013 included three on transition for Mali, Somalia and Darfur in Sudan, and a development fund to support post-2015 sustainable development goals.

In 2013, the MDG Achievement Fund's 130 joint UN programmes concluded operations, having helped improve 9 million lives in 50 countries since 2007. UNDP and the Government of Spain announced a new mechanism, the Sustainable Development Goals Fund (SDG-F), focused on the post-2015 development agenda. With an initial budget of approximately \$60 million, it will support joint programmes aligning UN expertise with national priorities. It will mainly target middle-income countries, where 70 percent of the world's poor live, with an increased emphasis on gender equality and sustainable development.

\$7+
BILLION

TOTAL DEPOSITED BY
ALMOST 100 DIFFERENT
CONTRIBUTORS SINCE 2004



130

JOINT UN PROGRAMMES
IN 50 COUNTRIES



UNCDF

The Democratic Republic of the Congo is among the countries where MicroLead funds extend high-quality, reasonably priced banking services to poorer people in rural areas.

LEVERAGING RESULTS THROUGH PARTNERSHIPS

The UN Capital Development Fund (UNCDF) is a UNDP partner that helps developing countries grow their economies by supplementing existing sources of capital assistance by means of grants and loans. Working with public and private partners, the fund has a proven ability to leverage smaller, more risky investments into big results in two core areas of expertise: inclusive finance and local development finance.

Towards greater inclusion, UNCDF manages **MicroLead**, a global programme supported by the **Bill & Melinda Gates Foundation**, **The MasterCard Foundation** and the **LIFT Fund** (Myanmar). The programme works with financial service providers to extend demand-driven, responsibly priced and high-quality products to low-income

people in rural areas. Many otherwise have little or no access to banks. Financial education enables customers to make best use of new services that can help them weather shocks, smooth income streams and save for the future.

Eclipsing its own targets, by the end of 2013, MicroLead's first round of partnerships with 17 financial service providers had reached over 800,000 depositors and mobilized over \$313 million, 13.6 times the initial investment. MicroLead Expansion, which ends in June 2017, aims to reach over 1 million rural depositors in sub-Saharan Africa and over 140,000 rural depositors in Myanmar.

In **BENIN**, UNCDF assists in fostering capacities to manage local development

finance, to support economic development and improved food security. Mindful of the power of technology, the fund initiated specialized financial accounting software for municipalities, known as *Gestion Budgétaire et Comptables des Communes (GBCO)*.

Launched in seven localities with a small UNCDF investment of \$18,000, GBCO by 2013 had been extended countrywide. The **Danish International Development Agency**, **Belgian Technical Cooperation** and the **European Union** invested more than \$400,000 to scale it up. Belgian Technical Cooperation has now introduced the system in **NIGER**. As a next step, pending necessary adaptations, the software is planned for use in **MALI**.



UNV

Two UN Youth Volunteers, Han Na Kim from the Republic of Korea (left) and Alzada Arystanbek (centre) from Kazakhstan, took to the streets of Astana to help people participate in the global UN *MY World* survey.

INCLUSIVE DEVELOPMENT THROUGH VOLUNTEERISM

Every day, the United Nations Volunteers (UNV) programme achieves powerful results in advancing global peace and development. Its partnership with UNDP advances volunteerism as an effective means of civic engagement that in turn enhances economic and political empowerment.

As people move out of poverty and towards stable, peaceful societies, fundamental social and economic investments must be made in social services, protection, inclusive growth and natural resource management. Volunteerism is one way to ensure these efforts reach everyone and can be sustained over time.

In 2013, over 6,000 international and national UN Volunteers—including increasing numbers of UN Youth Volunteers—deployed with UN partners, 30 percent of them with UNDP. Over 80 percent were from the global South and

67 percent served in countries other than their own, representing a natural route to improved South-South cooperation. An additional 11,000 UN Online Volunteers contributed through the UN Online Volunteering service.

UNV's 2014-2017 Strategic Framework fully aligns with the UNDP Strategic Plan, with a commitment to systematically integrating volunteerism into joint programmatic interventions that make a difference to development.

In **UZBEKISTAN**, where it is not yet common for individuals to offer time for community service, UNV and UNDP have collaborated in three pilot regions to encourage volunteerism and social innovation to address local development challenges. Around 200 local volunteers engaged 3,800 youth, 65 percent of whom were women, in activities to benefit their communities.

During the 2013 general elections in **KENYA**, UN Volunteers collaborated with UNDP to encourage youth to participate through the *Get Informed, Get Involved* programme. As part of a drive to increase women's involvement, UN Youth Volunteers trained 140 nominated and elected female youth representatives on governance and the new Constitution.

UN Volunteers played instrumental roles in the global UN *MY World* campaign, conducting 90 percent of surveys in **HAITI**. An innovative combination of online and onsite volunteering took place in **BANGLADESH**. UN Online Volunteers translated the survey into Bangla, and entered and analysed the results, while UN Volunteers on the ground surveyed 4,200 people in local communities.

INSTITUTIONAL EFFECTIVENESS

Institutional effectiveness is central to the transformation that UNDP envisions in its 2014-2017 Strategic Plan. Among international development agencies, we manage the most extensive network of country offices. Our principles and the nations we serve rightfully demand that we have the operational backbone for delivering programmes with the highest value for funds invested.

At the start of the Plan in 2014, UNDP was already aligning itself accordingly. The Plan reduces our strategic goals from 34 to 7 outcomes integral to inclusive, sustainable development, and where we make the greatest contributions. Our aim is a well-orchestrated fit between our global vision and what we do on the ground, even as we remain open and flexible in the face of change, and closely attuned to different contexts.

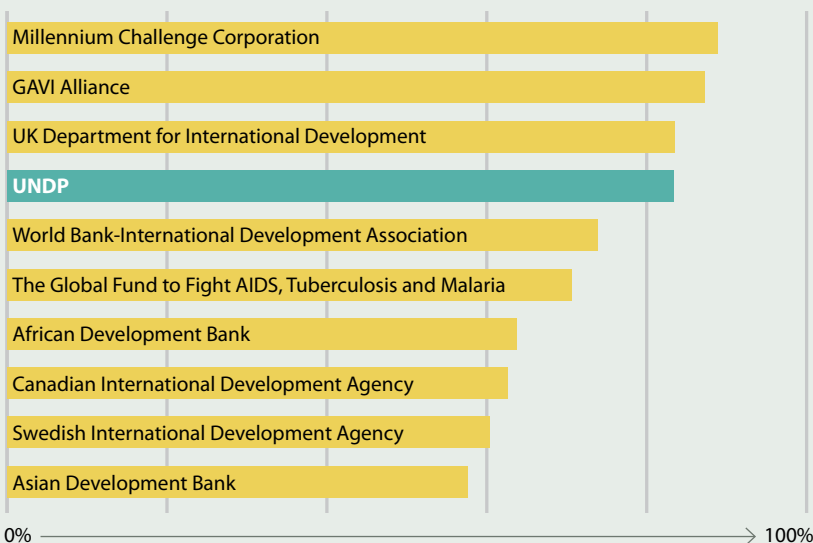
Shifts in our headquarters and regional business architecture are bringing our staff together to cut through traditional programme “silos,” recognizing the reality that development’s many dimensions interconnect and build on each other. A process of aligning our country programmes maintains their traditional responsiveness to national priorities, while gearing them up to work in new ways—delivering better results, greater focus and

increased value for money. Systematic use of high-quality data and evidence will guide the choices we make.

A new integrated results and resources framework is introducing more effective monitoring of how all UNDP offices achieve results and spend resources. To uphold quality assurance and foster organization-wide consistency, it includes core indicators and measurement guidance. UNDP’s first integrated budget has simplified and made more transparent the management of its different revenue streams.

In 2013, UNDP was once again among the top multilateral organizations in global aid transparency, ranking fourth out of 67 major donors of development assistance on Publish What You Fund’s *Global Campaign for Aid Transparency Index*. UNDP was commended for going beyond the standards of the International Aid Transparency Initiative, which sets benchmarks for the timeliness, accuracy and comprehensiveness of aid information.

AT THE TOP OF AID TRANSPARENCY



Source: Publish What You Fund—Aid Transparency Index 2013

We again received a clean audit endorsement from the UN Board of Auditors based on the 2012 financial statements, which for the first time were fully compliant with the International Public Sector Accounting Standards.

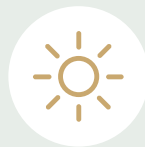
UNDP seeks to embed ethics throughout the organization. All staff must complete mandatory ethics training and periodic refreshers; around 1,065 people participated in training in 2013. An Ethics Office routinely advises senior leadership, provides inputs to corporate policies and offers guidance on practical applications of ethics. Messages on email and social media regularly encourage staff to “do what is right, even if no one is watching,” while leadership ethics training helps managers to establish a speak-up culture, so staff members can raise concerns without fear of retaliation. In promoting staff engagement, trust and integrity, an ethical culture improves organizational performance and reputation.

Three prestigious awards in 2013 recognized UNDP for success with information technology. The CSO40 award showcased our information security systems for demonstrating outstanding business value and thought leadership; past winners include major corporations such as Intel and MasterCard. *Computerworld* designated UNDP’s Chief Technology Officer as one of its Premier 100 ICT Leaders, alongside honourees from Fortune 500 companies and governments. The *Computerworld Honors*



Solar panels keep the lights on and the costs low.

POWERING UP OPERATIONS IN ERITREA



Power shortages used to occur daily at the UN building in Eritrea, home to UNDP and five other UN entities. Offices would virtually shut down, as computers went dark and phones stopped ringing. Since the cuts declined in the evening, many staff stayed late to finish their work. This introduced an additional complication: security, as people had to travel home in the dark.

But if Eritrea doesn’t always have power, it does have abundant sunshine—and that convinced the UN team to look at solar

energy to solve the problem. In 2013, 104 solar panels were installed on the roof of the building, producing enough power to keep the offices humming for at least eight hours a day. Costs will decline after two years to recoup the initial investment, and carbon dioxide emissions from UN operations have fallen to zero.

The system has worked so well that UN staff associations organized salary advances so members could purchase solar panels for their own homes. The Government has picked up the idea as well, introducing solar panels to power streetlights.

Program Award applauded UNDP for achievements in information security and quality management.

UNDP’s ongoing commitment to environmental sustainability moved forward in 2013 through a new scorecard for appraising the impacts of potential business investments, on the environment as well as issues such as productivity, security, innovation, and staff motivation and efficiency. Since compliance with social and environmental standards is now an

explicit and measurable part of the new Strategic Plan, we established the Social and Environmental Compliance Unit in the UNDP Office of Audit and Investigations.

An updated gender parity strategy (2014-2017) includes provisions for accelerating promotions for mid-level women, reserving posts for women where they are underrepresented, and recruiting more men in General Service administrative positions.

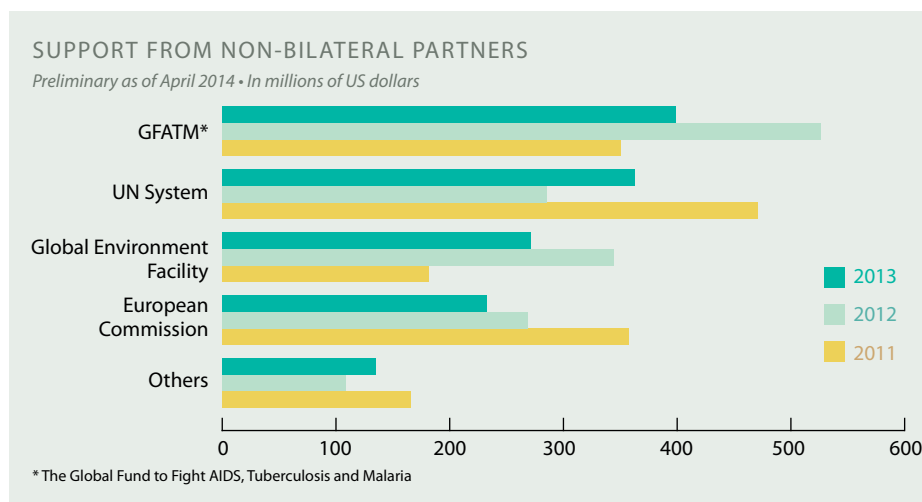
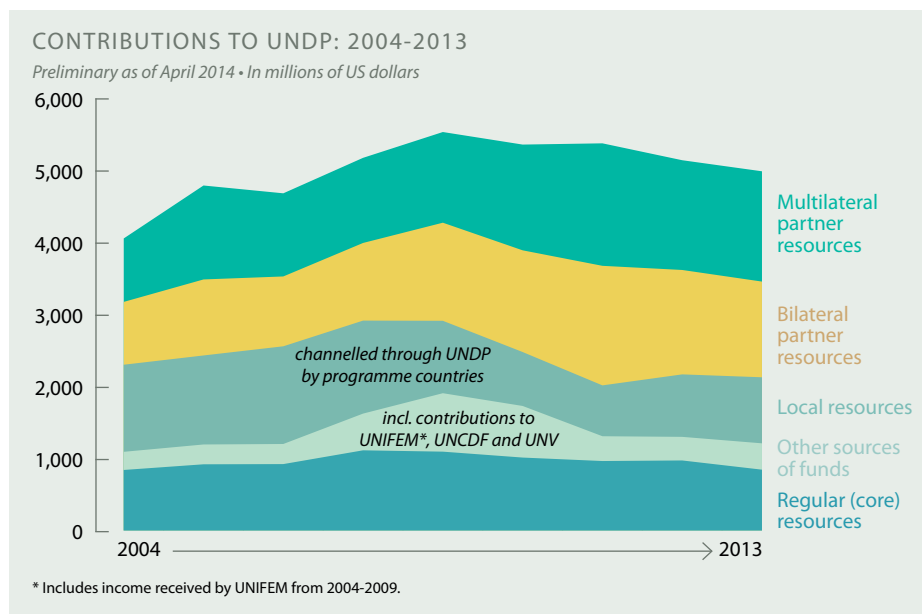
UNDP RESOURCES

UNDP is funded entirely from voluntary contributions by a range of partners, including UN Member States, and multilateral and other organizations.

These contributions are provided as either regular resources or as other resources earmarked by contributors. Fifty-six countries contributed to regular resources in 2013, which totalled \$895.7 million.

Other resources reached \$3.8 billion in 2013. Contributions provided by governments amounted to \$2.4 billion, while contributions from multilateral sources totalled \$1.4 billion.

Development is a long-term challenge that requires an ever more strategic focus, with the ability to actively plan for and respond to both crises and emerging opportunities. In a changing development environment, UNDP continues to work towards diversification, valued partnerships, and the consolidation of its resource base to attain UNDP's Strategic Plan development outcomes.



Source: UNDP

GROSS INCOME RECEIVED IN 2013

Ranked by top 30 contributors to total resources • Preliminary as of April 2014 • In US dollars

PARTNERS ¹ (ranked by total)	REGULAR	OTHER	TOTAL
Japan	80,472,261	301,146,223	381,618,484
Norway	133,235,992	100,413,812	233,649,804
United States	79,083,000	140,360,232	219,443,232
United Kingdom	85,470,498	133,826,385	219,296,883
Sweden	84,637,894	103,145,537	187,783,431
The Netherlands	74,385,511	71,611,029	145,996,540
Canada ²	93,542,907	33,779,449	127,322,356
Germany	29,852,136	85,371,391	115,223,527
Switzerland	62,844,542	50,127,760	112,972,302
Denmark	56,535,892	44,795,946	101,331,838
Republic of Korea	5,500,000	73,201,366	78,701,366
Australia ³		64,729,076	64,729,076
Finland	28,679,213	17,609,056	46,288,269
France	17,682,476	4,887,867	22,570,343
Belgium	15,298,013	4,639,288	19,937,301
Ireland	11,366,539	4,318,640	15,685,179
Luxembourg	4,002,714	9,067,419	13,070,133
China ⁴	3,800,000	6,353,045	10,153,045
Italy	5,235,602	3,124,797	8,360,399
Saudi Arabia ⁴	2,000,000	6,059,803	8,059,803
India ⁴	4,403,295	3,440,000	7,843,295
New Zealand	6,837,607	172,778	7,010,385
Russian Federation ⁴	1,100,000	5,647,907	6,747,907
Austria	2,554,278	3,516,496	6,070,774
Kuwait ⁴	570,000	3,250,000	3,820,000
Turkey ⁴	3,000,000	171,820	3,171,820
Thailand	865,112		865,112
Bangladesh	400,000		400,000
Singapore ⁴	300,000	58,179	358,179
United Arab Emirates ⁴	324,000	18,945	342,945

¹ List of top contributors is based on income received for total resources.

² Includes payments for 2012 and 2013.

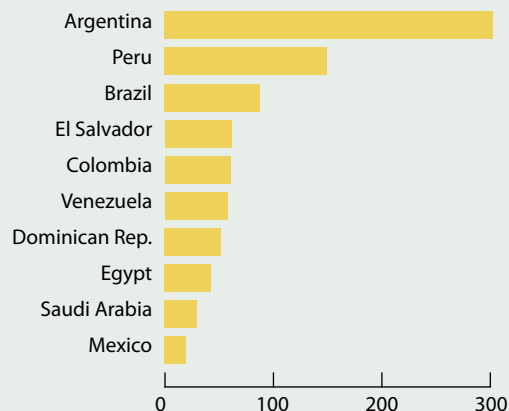
³ Australia's 2013 contribution for regular resources was received in 2014.

⁴ The figures shown for these countries under other resources exclude income received for self-supporting activities.

Source: UNDP

SUPPORT FROM PROGRAMME COUNTRY GOVERNMENTS

Top 10 contributors to local resources in 2013 • Preliminary as of April 2014 • In millions of US dollars



TOP RECIPIENTS OF OTHER RESOURCES IN 2013

Preliminary as of April 2014 • In US dollars

Afghanistan	493,679,477
Zambia	118,588,951
South Sudan	112,232,761
Sudan	109,311,637
Bangladesh	83,106,228
Democratic Republic of the Congo	70,395,438
Programme of Assistance to the Palestinian People	69,227,648
Zimbabwe	67,283,965
Mali	54,611,543
Somalia	50,943,487
Haiti	40,286,020
Nepal	29,317,960

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ACRONYMS

BCTA	Business Call to Action	REDD	Reducing emissions from deforestation and forest degradation
CIS	Commonwealth of Independent States	UNCDF	UN Capital Development Fund
GBCO	Gestion Budgétaire et Comptables des Communes	UNDP	UN Development Programme
GFATM	The Global Fund to Fight AIDS, Tuberculosis and Malaria	UNFPA	UN Population Fund
ICT	Information and communications technology	UNIFEM	UN Development Fund for Women
IFAD	International Fund for Agricultural Development	UNV	UN Volunteers
LGBT	Lesbian, gay, bisexual and transgender		
MDG	Millennium Development Goal		

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The mark of
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“Inclusive and sustainable development is the defining challenge of our era.”

— Helen Clark
UNDP ADMINISTRATOR



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Resilient nations.*

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