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Keeping Our Commitment to Development

UNDP takes a long-term approach to human development, investing in the abilities and potential of institutions and people to bring about sustainable change. Its mission, its accomplishments and the values that underlie them, speak directly to my own past experiences and my belief in promoting fairness, opportunity and equality for every person on this planet – core values I shared with the people of New Zealand when I had the privilege of serving as their Prime Minister.



Now, in the face of a severe global economic recession, UNDP's mission is taking on a sense of renewed urgency. There is a real risk that hard-fought development gains could be reversed. Together with the effects of food price increases and climate change, the challenges are significant if we are to meet the Millennium Development Goals (MDGs) by 2015.

UNDP is well placed to respond to the crisis. It has a near universal presence, on the frontlines of development, working at the country, regional and global levels. Its mandate covers the critical areas of fighting poverty and also helping to tackle climate change and to promote sustainable development, supporting crisis prevention and recovery and advancing democratic governance, all while trying to achieve gender equality.

In addition, UNDP plays a vital role coordinating the United Nations' development work on the ground. During these challenging times, the imperative to advance further UN reform efforts to date is stronger than ever. We must continue to collaborate ever more closely with all our partners to deliver coherently and efficiently as one system.

Throughout, it is important that public funds are accounted for and spent transparently, and in a way that brings about concrete, measurable results in the countries we serve.

At the same time, the international community must live up to its commitments to the poorest. Now is not the time for development assistance to be reduced, particularly when those bearing the brunt of the crisis bear no responsibility for its making.

UNDP has a distinguished history of advancing and delivering on development goals. I am honoured to have been tasked with charting UNDP's way forward in the years ahead and in making sure we build on and reinforce the organization's proud legacy.

A handwritten signature in black ink that reads "Helen Clark". The signature is written in a cursive, flowing style.

Helen Clark
UNDP Administrator

Delivering Development Results

The recent economic crisis has brought home the volatility and fragility of globalization and requires, more than ever, determined action by organizations with a global mandate, knowledge and networks. There is a serious risk that the overwhelming focus on stimulating economies in rich countries ignores the daily struggle for survival of the poor, who remain beyond the spotlight. The “rich man’s” worry should not become the “poor man’s” plight.

UNDP, as part of the UN family, plays a key role in ensuring that the poor do not remain excluded from decisions and actions in order to avert a potential human development crisis. Demand for the kind of support that UNDP can offer in a time of crisis – including policy advice, development support, and operational assistance – is high. UNDP uses human development knowledge and good practices in capacity development to support investments that address the threats of hunger, poverty, unemployment and climate change in countries where we work.

Since Kemal Derviş (Administrator until March 2009) and I joined UNDP, we have seen the organization make great strides at the country level in contributing to real improvement in people’s lives. The dedicated women and men of UNDP have provided support to a historic election in Bangladesh; assisted governments in monitoring progress towards the MDGs in Madagascar, Pakistan and Uganda; delivered life-saving support to the victims of natural disaster in Haiti and Myanmar and escalated violence in Gaza; and ensured that a year’s planting cycle for farmers was not lost by the conflict in Georgia. These are just a handful of examples from 2008 that illustrate the versatility of the organization in delivering results on the ground, and in often challenging situations.

Despite progress made, we need to continually check that our contribution to development remains relevant and that our quality and impact is optimal. We need to scale up our support to ensure capacities are strengthened at the national level to deliver



UNDP Associate Administrator Ad Melkert (left) and UN Humanitarian Coordinator Joel Boutroue (right) assessing flood-affected areas caused by Hurricane Gustav on a map of Haiti.

on the commitments of the MDGs in an inclusive manner that draws on South-South experiences. Our role in early recovery is paramount to leading the UN system in the immediate aftermath of conflict and disaster to ensure that development gains are not reversed. And behind the much-warranted global attention to climate change, we must not forget that access to energy at the local level is a basic precondition to addressing poverty. All this we cannot – and should not – do alone. We continue to “Deliver as One” with our partners in the UN development system – which Kemal so ably spearheaded – and to advance reforms, focusing more on substance as the driver of coordination. These are some of the challenges for the future.

I am sure that Helen Clark, UNDP’s new Administrator, will take up these challenges to ensure that the organization builds on the achievements of the past while remaining a crucial bedrock of reliability for our partners in developing countries in these volatile times. Given Helen’s record in politics and her motivation to strive for equality and inclusion in society, UNDP and the wider UN system can be proud that she has taken the helm of a great family.

Ad Melkert
Associate Administrator

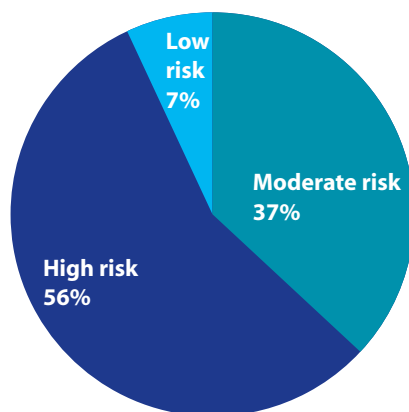
Introduction: A Time to Come Together

The burgeoning financial crisis that came to a dramatic head in September 2008 after more than a year of volatile food, energy and commodity prices compounded a series of shocks already being felt around the world. As daily headlines chart the ups and downs of stock prices and chronicle the failures of financial institutions and industrial giants, the international community must reflect on what is at stake for the millions in developing countries who had benefited from the strong growth of the past decade. It must also assess the plight of the poor, who did not reap the benefits of this global growth. We cannot afford to run the risk of further reversing progress towards achieving the MDGs, eight development goals agreed upon by the world's leaders to halve extreme poverty by 2015. As UN Secretary-General

Ban Ki-moon has stated, ensuring that aid goes to the poorest countries will be crucial in preventing the economic crisis from becoming a crisis of human development and security. April 2009 saw the wind up of the much anticipated G20 London Summit, where leaders reaffirmed previous commitments to increase aid and help countries achieve the MDGs. They also committed significant new resources for the International Monetary Fund and the World Bank, and promised to make resources available for social protection, investments in long-term food security and addressing the threat of irreversible climate change. The time has arrived for the international community to live up to the commitments made to the world's poor to ensure that their needs are not forgotten and their voices are heard.




A GLOBAL ECONOMIC CRISIS PUTS MOST DEVELOPING COUNTRIES AT RISK

Risk level as a percentage of all developing countries, as of March 2009.



Source: World Bank

IN A GLOBAL CRISIS, UNDP IS WELL SITUATED TO HELP MITIGATE ITS NEGATIVE IMPACTS

Crisis	Impact	UNDP Action
Financial/ Economic 	<ul style="list-style-type: none"> • Remittance growth is falling • Unemployment is rising • Reduced aid and investments 	<ul style="list-style-type: none"> • Advise governments and institutions on how to respond to and plan for impacts of crisis • Advocate for monitoring human development impact • Strengthen countries' effectiveness in establishing aid priorities with partners
Food / Fuel 	<ul style="list-style-type: none"> • Potential massive malnutrition • Potential riots and civil unrest • High prices make life unaffordable • Children drop out of school to work 	<ul style="list-style-type: none"> • Improve procurement and management of food reserves • Intensify research and development of higher-yield staple crops • Promote energy efficiency and diversify away from traditional fossil fuels
Climate Change 	<ul style="list-style-type: none"> • Decreased agricultural production • Increased exposure to climate-induced natural disasters • Increased incidence of warmer climate diseases 	<ul style="list-style-type: none"> • Foster financial and technological solutions to make economies less carbon-intensive • Increase access to cleaner energy for household usage • Establish disaster-risk reduction and adaptation plans such as early warning systems

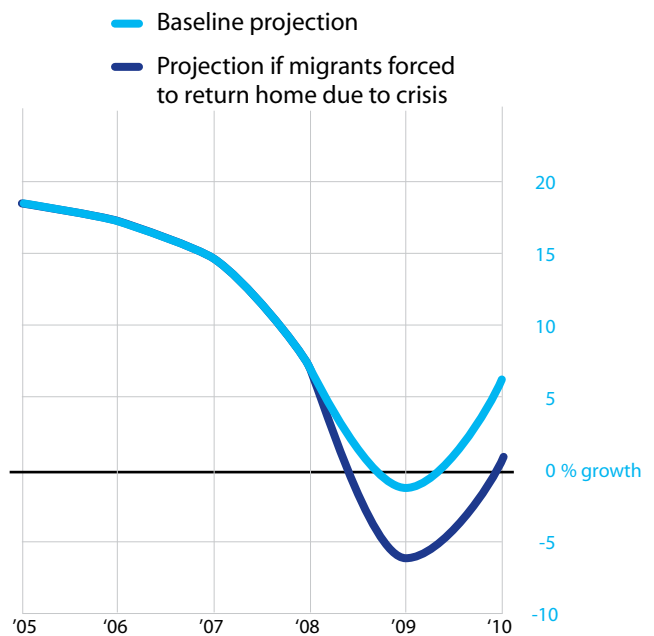
The Need for Effective and Continuing Commitment to Human Development

Fifty-one years ago, UNDP's main objective was the provision of technical assistance and support in order to promote economic and social development in developing countries. Today, that role has evolved to one that promotes pro-poor policies in the quest for human development, a concept defined as a process of enlarging people's choices and enhancing human freedoms and capabilities (the range of things people can be and do), enabling them to live a long and healthy life, have access to knowledge and a decent standard of living and participate in the life of their community and decisions affecting their lives.

As effects of the financial and economic crisis continue to mount, countries everywhere are struggling to sustain their development achievements. A severe decrease in foreign direct investment is expected for about half of all low-income countries while net private capital flows to emerging markets are estimated to have declined in 2008 to half of their 2007 level; that number is expected to decline even more in 2009. Global trade, meanwhile, will see a dramatic decrease in 2009, with export-driven developing economies facing severe consequences, such as high rates of unemployment. Lower income countries especially are facing critical increases in

deprivation, with large amounts of their populations living just above the poverty line and thus particularly vulnerable to the vagaries of an economic crisis. Households already reeling from the volatile prices of the food and fuel crises are finding it even harder

GROWTH IN REMITTANCES TO DEVELOPING COUNTRIES DROPPED DRAMATICALLY IN 2008 BUT ARE PROJECTED TO REBOUND BY 2010



Source: World Bank



to afford basic necessities; governments are likely to reduce public health and education services; and, lacking social safety nets, families will begin taking their children out of school, selling off livelihood assets and whittling down diets, with the long-term effects of such changes likely to outlast the crises themselves. Only a continued and increased commitment to human development can help the world weather these tumultuous times.

As UNDP continues to support developing countries as they address the current economic crisis, it is staying true to the shared sets of values as set out by the Millennium Declaration. UNDP thus remains committed to ensuring that our policy advice, technical support and advocacy for strengthening coherence is aimed at one end result: real improvements in people's lives and in the choices and opportunities open to them.

UNDP's commitment to capacity development – or the “how” of development – is the organization's overarching service in the 166 countries where it has a presence. Once needs or constraints are identified – always in consultation with national governments and various local and international development partners – UNDP works with its partners in drawing up a plan of action for capacity development: it gives people, governments, institutions and communities

Global unemployment rates are projected to continue increasing through 2010, a trend that could take a serious toll on human development gains.

the tools and training required to take charge of addressing their own needs in a way that can be sustainable. The demand from developing countries for capacity development support, especially in the area of developing local services, increased dramatically in 2008 as countries faced the fallout from the food, fuel and financial crises. As a result, UNDP responded to requests to facilitate capacity assessments and diagnostics in 65 programme countries in 2008. UNDP will stay the course as spelled out in the UNDP Strategic Plan 2008-2011 and focus its efforts on reducing poverty, promoting democratic governance, supporting crisis prevention and recovery efforts and achieving sustainable development results in energy and environment, efforts that are crucial to achieving the MDGs, both in times of economic crisis and prosperity.

UNDP On the Ground: Fulfilling Commitments

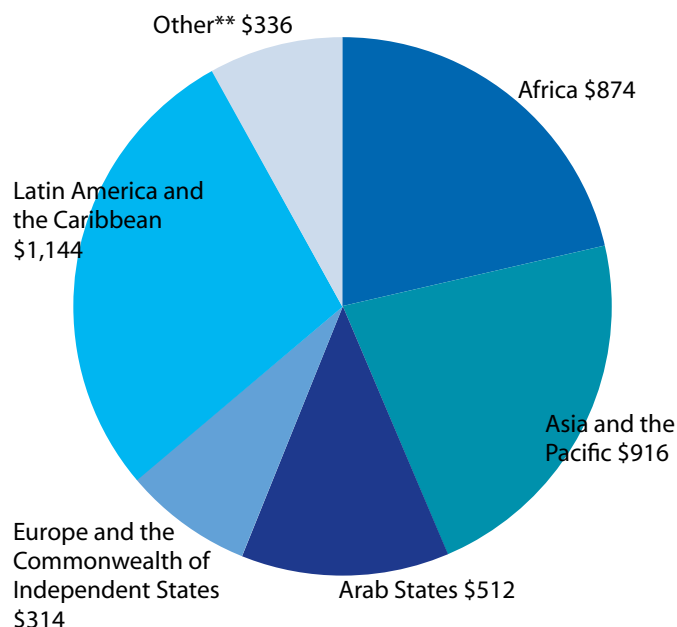
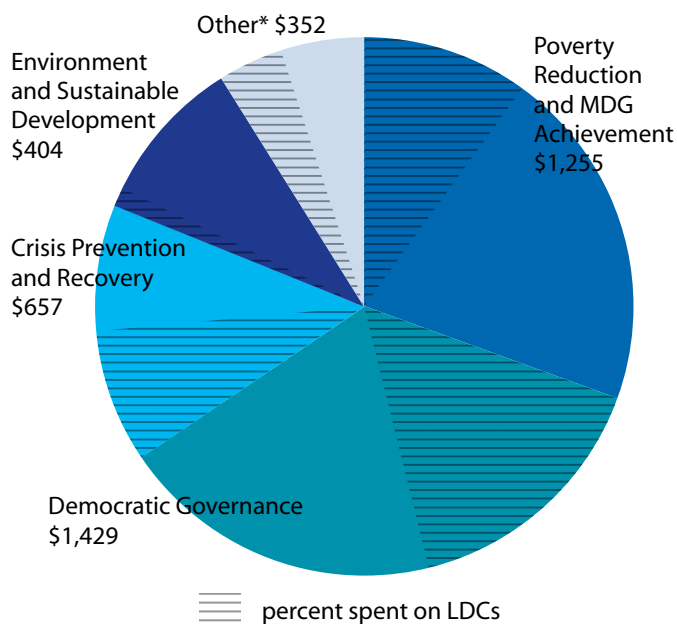
Achieving the MDGs; eliminating poverty; promoting democratic governance the world over; preventing the incidence of and recovering from civil wars, economic melt-downs and horrendous acts of nature; and tackling climate change and the steady degradation and disappearance of natural resources – the bar has been set high for countries and international aid partners. The past year, especially, has provided UNDP and its partners both opportunities and serious challenges to living up to their commitments. In particular, UNDP must increasingly

help countries make ODA more catalytic, using it to spur investments from all available development resources, including the private sector. With this mandate in mind, this year's Annual Report presents examples of programmatic successes that have had a measurable impact on those whom UNDP set out to serve, organized along its four focus areas: poverty reduction and achievement of the MDGs; democratic governance; crisis prevention and recovery; and environment and sustainable development – as spelled out in the UNDP Strategic Plan 2008-2011.

UNDP PROGRAMME EXPENDITURES BY FOCUS AREA (LEFT) AND REGION (RIGHT) 2008

Provisional, as of 7 April 2009

US\$ Millions



* Includes global, regional and country programme expenditure not linked to the Strategic Plan development results framework, in addition to resources for Development Support Services, Evaluation, Human Development Report Office, South-South Cooperation, Office of Development Studies, Economist Programme and special initiatives.

** Includes same as previous footnote as well as the UNDP Programme of Assistance to the Palestinian People.

Source: Operations Support Group/UNDP

UNDP PROGRAMME EXPENDITURE, 2008*

US\$ Thousands

Achieving the MDGs and Reducing Human Poverty

Promoting inclusive growth, gender equality and MDG achievement	\$924,665
Fostering inclusive globalization	\$38,391
Mitigating the impact of HIV and AIDS on human development	\$255,511
Other programme activities	\$36,708
Total	\$1,255,275

Fostering Democratic Governance

Fostering inclusive participation	\$211,343
Strengthening responsive governing institutions	\$1,043,518
Supporting national partners to implement democratic governance practices grounded in human rights, gender equality and anti-corruption	\$142,185
Other programme activities	\$31,640
Total	\$1,428,686

Supporting Crisis Prevention and Recovery

Enhancing conflict and disaster risk management capabilities	\$227,287
Strengthening post-crisis governance functions	\$70,274
Restoring the foundations for development	\$354,718
Other programme activities	\$4,237
Total	\$656,516

Managing Energy and the Environment for Sustainable Development

Mainstreaming environment and energy	\$270,079
Catalyzing environmental finance	\$7,446
Promoting climate change adaptation	\$11,791
Expanding access to environmental and energy services for the poor	\$98,136
Other programme activities	\$16,183
Total	\$403,635

Sub-total programme expenditure linked to Strategic Plan development results framework	\$3,744,113
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Other programme related expenditure** **\$352,107**

Grand Total Programme Expenditure **\$4,096,220**

* Provisional, as of 7 April 2009

** Includes global, regional and country programme expenditure not linked to the Strategic Plan development results framework, in addition to resources for Development Support Services, Evaluation, Human Development Report Office, Special Unit for South-South Cooperation, Office of Development Studies, Economist Programme and special initiatives.
Minor variations in totals due to rounding of numbers.

Source: Operations Support Group/UNDP

Poverty Reduction: Maintaining the focus on achieving the MDGs

UNDP'S WORK on the MDGs focuses on coordinating global and local efforts that campaign and mobilize for the MDGs through advocacy; sharing best strategies for meeting the MDGs; monitoring and reporting progress toward the MDGs; and supporting governments in tailoring the MDGs to local circumstances and challenges. In 2008, UNDP contributed to the development of tools and analysis for the monitoring of MDG achievements, notably in **Madagascar, Pakistan and Uganda**; in addition, several countries have now substantially moved into the implementation phase of national-scale MDG programmes, including **Ghana, Malawi, Niger, Senegal, Tanzania, Togo, Uganda and Zambia**. In 2008, UNDP partnered with UN regional commissions and civil society organizations (CSOs) in Africa, the Arab States and Eastern Europe to train government officials and other stakeholders in the monitoring and reporting of the MDGs. This work also contributed



In Brazil, UNDP is working with the Government on creating working opportunities for families who are part of a national conditional cash-transfer programme.

to an overall assessment of the quality of information being used for MDG monitoring.

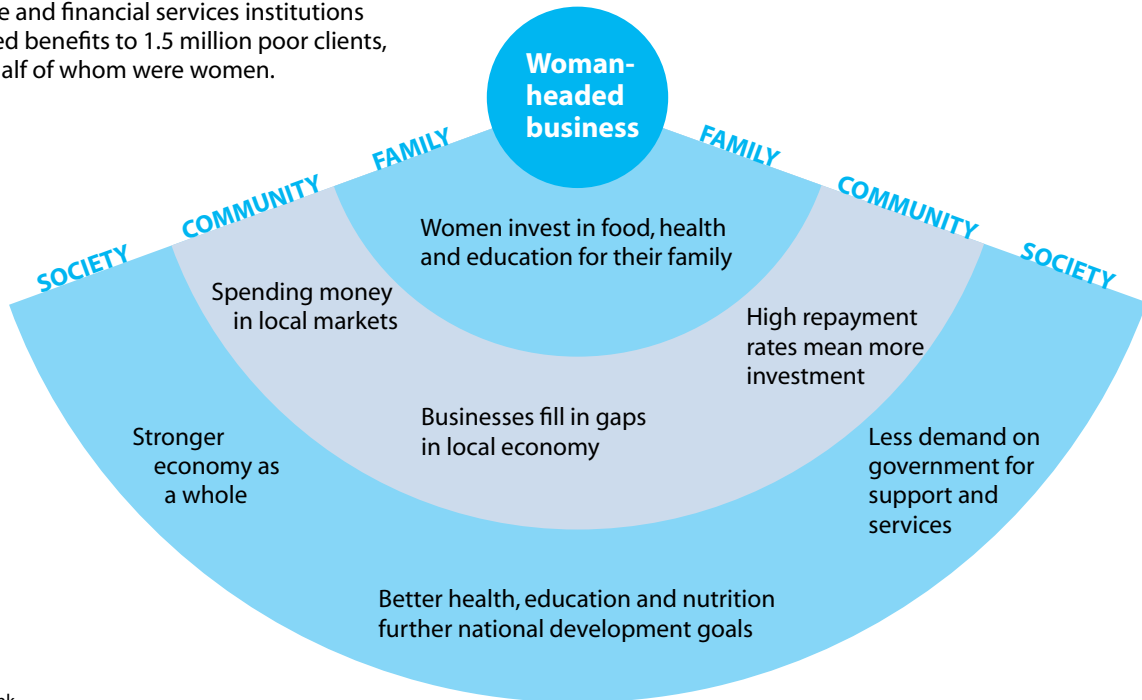
UNDP engages with civil society at all levels to promote the MDGs and support people in their efforts to build a better life. In **Niger**, UNDP partnered with SNV Netherlands Development Organization and a local CSO, *Programme de lutte contre la pauvreté* (Programme for the Fight Against Poverty) to support local authorities on localizing the MDGs. Citizens in four districts in Niger were informed about the MDGs in their local language, which led them to question the low rates of primary education enrolment in their communities. As a result, one district began issuing free birth certificates – an essential form of identification – since their prohibitive costs had barred many children from enrolling in school. Another district built a new primary school that was closer and more convenient.

On a policy level, in January 2009, the Civil Society Advisory Committee to the Administrator – created in 2000 as a formal mechanism for dialogue between civil society leaders and UNDP's senior management – added 10 new members. The purpose of the Advisory Committee is to serve as a strategic advisory body and sounding board to UNDP's senior management on key policy and programming issues. As the international community grapples with the multiple governance challenges and serious threats to achieving the MDGs and aid agendas as a result of the financial crisis, it is more important than ever for UNDP to reach out and work creatively with its partners and allies, among whom it counts civil society in all its diversity.

At the global level, UNDP supported UN Secretary-General Ban Ki-moon's MDG Africa Steering Group. The Secretary-General has emphasized that the financial crisis cannot be allowed to deflect attention from tackling the most basic injustices in our world, captured in the MDGs. As the Secretariat for the Steering Group, UNDP was instrumental in helping to reach an agreement among all major international organization members as to how African countries can close the gap between their current challenges and the MDGs. The agreement offers concrete, practical actions, including a call for

LOANING TO WOMEN BENEFITS SOCIETY AS A WHOLE

In 2008, UNCDF – administered by UNDP – supported microfinance and financial services institutions that delivered benefits to 1.5 million poor clients, more than half of whom were women.



Source: World Bank
Illustration: Pamela Geismar

heavy investment in agriculture, education, health and infrastructure; in July 2008, the African Union endorsed the Steering Group's recommendations. Along with the UN Department of Economic and Social Affairs (UN-DESA), in 2008 UNDP coordinated the MDG Gap Task Force, working to heighten awareness of implementation gaps and the steps needed to address them with a comprehensive report focusing on the steps that must be taken by international development partners in order to achieve MDG 8. In particular, the Report found that important gaps still remain in delivering on global commitments in the areas of aid, trade, debt relief and access to new technologies and affordable, essential medicines. UNDP also organized a series of side events that occurred alongside the September 2008 UN High-Level Event on the MDGs, where world leaders convened in order to review progress toward the MDGs and make concrete commitments in terms of action and resources in order to bridge existing gaps. As a result of UNDP's event on the Business Call to Action – an initiative that aims to build MDG awareness in business communities around the world and challenge companies to use their core business for both sustainable development and commercial success – three new companies signed on.

Addressing poverty lies at the heart of UNDP's role as the UN's global development network. Many of UNDP's poverty reduction programmes are a direct result of needs identified by the communities that they serve. In **Armenia**, UNDP worked hand-in-hand with the rural village of Lusadzor in 2008 to set up locally-based participatory planning and development needs assessments and, as a result, came up with an integrated development plan. UNDP is working to make these priorities happen in one of the most socially disadvantaged areas in Armenia. Villagers identified a range of development needs, from the creation of income generation opportunities, like cattle breeding and fruit production, to the recovery of socio-economic infrastructure. Within one year, natural gas and potable water networks were constructed, an irrigation network reconstructed – increasing the profitability of land use – and 52 hectares of the community's unused arable lands were returned to crop cultivation. In **Ecuador**, UNDP – with support from the Canadian Government and in cooperation with *Fondo Ecuatoriano de Cooperación para el Desarrollo*, a CSO – is providing support for farmers who have suffered spill-over effects from conflict in neighbouring Colombia, by helping to identify, plan and

successfully manage income-generating production chains that are environmentally sustainable and economically sound. In 2008, the initiative saw 18,000 families in six provinces along the country's northern border increase their income by almost a third, including 5,400 households headed by women.

Countries are in particular need of social safety nets now as the commodity and financial crisis continues to spread, stemming capital in-flows and threatening the employment and security of millions of the world's poor and lower middle class. In partnership with the Government of **Serbia**, UNDP has been administering an ongoing and highly successful safety net initiative – called the Social Innovation Fund – that targets the country's most vulnerable populations. Like other countries in the region, Serbia has seen an erosion of state-sponsored safety nets as economic growth has slowed down. During the last seven years, existing social service infrastructure has been improved with 250 projects and

services that did not previously exist and more than 500 newly trained social workers. Recent analysis reveals that 86 percent of services financed through this \$9 million initiative achieved sustainability and are part of the state-sponsored network of services. Perhaps most importantly, by the end of 2008, a renewed commitment to offering free access to vital social programmes like home care, day care and Roma-targeted education and counselling centres has become embedded in the Government's overall reform framework.

The important role of microfinance in the fight against poverty is well recognized and documented. What is less well known – but potentially as important – is the high demand for savings opportunities for poor families and microenterprises in developing countries. Many poor households are in fact net savers seeking convenient and safe deposits, which can also ultimately fund microcredit activities. In 2008, the UNDP-administered United Nations Capital

GROWING INCLUSIVE MARKETS

UNDP's *Creating Value for All: Strategies for Doing Business with the Poor* is a new and groundbreaking report that draws on 50 specially-commissioned case studies written by a network of 18 researchers from developing countries. Covering a wide range of regions, sectors and types of companies, the cases analyze the constraints and solutions behind inclusive business models, i.e. financially sustainable models that include the poor on the demand side as clients and customers, or on the supply side as employees, producers and business owners.

Millions of entrepreneurs around the world have perceived a market and taken advantage of it, leveraging their innovations and energy to make a profit. They run self-sustaining, profitable businesses that also support the communities where they operate, often in partnership with governments and civil society. Their businesses give people a better chance to participate in markets. The stories of these innovators form the foundation of the report. Some examples include:

Entrepreneur Bindheshwar Pathak offers clean and cheap sanitation systems to 1.2 million households and operates 6,500 public pay-per-use restroom facilities in **India**.

His organization, Sulabh, has liberated over 60,000 people from lives as scavengers, mostly women and girls, while generating a \$5 million economic surplus in 2005.

Dora Nyanja, a nurse franchisee in Kibera, **Kenya**, runs a Child and Family Wellness clinic to provide better and more affordable health-care to slum dwellers. In 2006 alone, Kenya's 66 Wellness shops and clinics benefited almost 400,000 low-income patients, contributing to MDG 6, which aims to halt and begin to reverse the spread of HIV and AIDS, malaria and other diseases.

The report – launched in 38 countries in all regions of the world since it was published in July 2008 – is the flagship product of UNDP's Growing Inclusive Markets Initiative, a new collaboration with an unprecedented coalition of over 20 institutions in the private sector and development fields. UNDP believes that in order to achieve the MDGs by 2015, one of the greatest untapped resources is the private sector. The initiative is designed to make a substantial contribution to both business strategies and human development by offering research tools and best practices.



A Rwandan high school student researches a school project in Mayange Millennium Village's first Internet café, a "One UN" initiative.

Development Fund (UNCDF) supported 40 microfinance institutions and financial service providers who delivered financial services to 1.5 million poor clients – more than half of whom were women – in 20 least developed countries (LDCs).

The year 2008 also saw the culmination of the UN Advisors Group on Inclusive Financial Sectors. The Advisors Group, established in 2006 by UNCDF, UNDP and UN-DESA, engages in high level advocacy in support of financial inclusion around the world. The Group produced key messages and recommendations – endorsed by the Secretary-General in December 2008 – for governments, regulators, development partners and the private sector aimed at ensuring that poor households and microentrepreneurs gain sustainable access to a broad range of financial products and services.

In **Argentina**, working with six social organizations in the northern provinces of Chaco, Formosa, Misiones and Tucuman, UNDP coordinated the development of a microfinance management model as a way to fight poverty. The effort was specifically in line with a 2006 Argentinean piece of legislation that provides for the promotion of microcredits to the poor. By the end of 2008, over 3,500 microentrepreneurs had accessed 11,000 microloans through the initiative; 70 percent of the beneficiaries were women, half of whom were heads of household. Within a year of receiving their first loan, beneficiaries have, on average, doubled their family income. The total bad debts have amounted to slightly more than one percent and disbursed funds have revolved more than five times. The programme is currently being replicated in five more provinces.

An important part of UNDP's pro-poor work is strengthening the abilities of people and institutions, a policy that results in sustainable, long-term achievements. There must be a strategic plan that addresses the technical, financial and institutional

UNCDF: SUPPORTING SOCIAL PROTECTION IN A TIME OF CRISIS

The **United Nations Capital Development Fund (UNCDF)** supports least developed countries (LDCs) with local development programmes, an intervention that allocates block grants to local governments according to priorities established by the beneficiaries themselves. UNCDF facilitates this process with capacity development and technical assistance. Based on lessons learned at the local level, UNCDF provides evidence-based policy advice to governments and thereby contributes to the reform of the entire local government system and related legislation.

In response to the current difficult financial environment, UNCDF – together with its local and national partners – has initiated innovative ways of utilizing local development programmes as platforms for devising social protection schemes at the local government level. In **Nepal**, as part of a Government local governance and community development programme, UNCDF has piloted conditional cash transfers to poor families, a process that is managed by village development committees, the lowest tier in the local government system. In **Lao PDR**, as part of a wider joint programme with UNDP, UNCDF is exploring options for piloting district-managed safety-net programmes,

like workfare and conditional cash transfers. In **Rwanda**, the UNCDF and UNDP joint programme *Projet d'Appui au Développement Communautaire de Gicumbi et Rulindo* supports a Government programme that is working to enhance the role of districts and sectors in monitoring and administering a cash transfer programme targeting the poorest families in the district.

UNCDF local development programmes have also supported the role of local governments in the effective management of natural resources, for example, by introducing and enforcing a balance between the demand and supply side of scarce natural resources in a manner that accommodates the needs of communities while ensuring their sustainability for the long term. In terms of local economic development, UNCDF programmes enhance enabling environments through effective investments in economic infrastructure, support for improvements in regulatory environments and the promotion of responsive business development services and inclusive financial sectors. These programmes are also suitable platforms for building capacity and channelling investment resources for climate change adaptation at the local government level.

resources needed to transform success into everyday practice. Over the past decade, thanks to the cooperation of various international institutions, significant progress has been made in managing the return and reintegration of refugees and displaced persons to their pre-war homes and communities in **Bosnia-Herzegovina**. But that assistance is now on the decline and, with 40,000 returning families, local and central government institutions must step up their policy and coordination efforts in order to develop not just an effective return strategy but also the know-how and resources for the longer-term development of the country. For the past five years UNDP – along with the European Commission, the UN High Commissioner for Refugees (UNHCR) and various government ministries and municipal governments – has been working with government agencies to establish systems and procedures of sustainable return in line with international aid

effectiveness standards, such as the Paris Declaration. At the local level, close to 1,500 households have been reconstructed – with special emphasis on cross-border and minority beneficiaries – and 51 technical infrastructure projects have been completed, including roads and management systems for water, electricity and solid waste.

Human development cannot be achieved without taking the role of women into account. Poverty often hits women and women-headed households the hardest, and women have fewer economic and political opportunities to improve their well-being and that of their families. In **Pakistan**, UNDP, in partnership with food corporations, has developed an innovative three-year programme designed to enhance the role of rural women in the livestock and dairy sector, in direct response to the stated needs of the Government. Lady Livestock Workers are selected from the communities they serve, undergo

hands-on training in livestock health management and are given toolkits made up of medical instruments, medicines and vaccines. They then return to their communities where they provide vital livestock services to the rural poor. These women, who often had no income before the programme, now make as much as \$37 a month, increasing household cash flow and food security. They were also encouraged to undertake small business initiatives through access to microloans. By the end of 2008, almost 75,000 households had benefited directly, with 2,900 women trained in livestock health and care and over 2,000 of those women now self-employed.

As a trusted development partner and co-sponsor of the Joint United Nations Programme

on HIV/AIDS, UNDP has a special mandate to put HIV and AIDS at the centre of national development and poverty reduction strategies. In **Chad**, UNDP is funding a government initiative to bring HIV and AIDS awareness, prevention and advocacy efforts to the country's rural population, most of whom still see the disease as an urban problem. As a result of one 2008 effort, close to 8,000 rural religious and village leaders were brought together for community conversation sessions on the topic of HIV and AIDS. Each of those leaders then took on the responsibility to relay the information they learned to at least six people in their communities, totaling more than 46,000 people.



In Egypt, UNDP supported a programme aimed at helping microentrepreneurs in mostly poor, urban areas to start up, sustain and expand income-generating enterprises. Since 2007, the project has been self-sustaining.

Democratic Governance: Bringing home the power to change

THE EFFECTS of poor democratic governance are inextricably linked to poverty, HIV and AIDS, civil wars and climate change. Indeed, development cannot happen unless governments – at all levels – are responsive, transparent and accountable to their citizens, especially the poorest and most marginalized. In 2008, UNDP's global democratic governance team contributed to the work of 129 UNDP Country Offices with initiatives strengthening national parliaments and provided direct support to countries. Demand grew from programme countries for support in enhancing public policy dialogues and participatory decision-making, especially at the local

level; countries have also requested assistance in developing institutional governance capacity in order to address a host of issues, from demining in a post-conflict setting to the particular challenges posed by HIV and AIDS. Additionally, UNDP is currently responding to requests from 70 programme countries for support in aligning democratic governance with international principles, especially in terms of promoting the rights of vulnerable groups, including women.

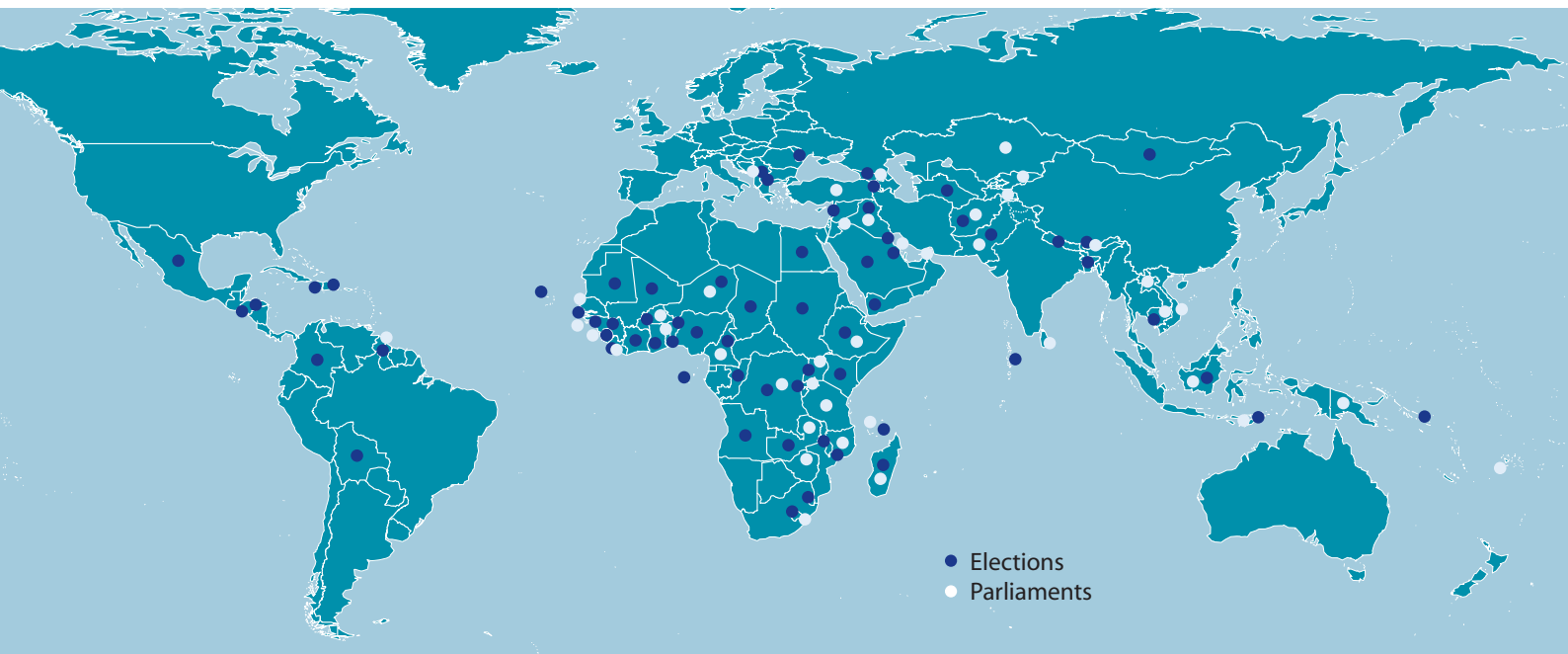
UNDP has a number of initiatives that address governance issues on both a broad regional level, as well as national and local levels. In 2008, UNDP provided a combination of technical, financial and policy support to nascent or struggling democracies, including the **Maldives**, **Papua New Guinea** and **Tanzania**. The Deepening Democracy in Tanzania



A UNDP-supported election call centre in Afghanistan received nearly half a million calls by the end of 2008.

UNDP SUPPORTS ELECTIONS AND PARLIAMENTS ACROSS THE GLOBE 2006–2008

Every two weeks, UNDP works with a government on an election somewhere in the world.



The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations. Dotted line represents approximately the Line of Control in Jammu and Kashmir agreed upon by India and Pakistan. The final status of Jammu and Kashmir has not yet been agreed upon by the parties. Appears without prejudice to the question of sovereignty.

Source: UN Cartographic Unit and Bureau for Development Policy/UNDP

Programme, supported by UNDP along with the Government and international donors, provides technical and financial assistance to institutions – including the parliament, electoral management bodies, political parties, civil society and the media – essential to the strengthening of the multiparty system there, which was reintroduced in 1992. UNDP activities have ranged from reviewing the legal and institutional framework for democratic development in the country to supporting the voter registration process.

UNDP is instrumental in promoting the opportunity of citizens to participate in political decision-making, particularly those of women and the poor. UNDP supports, on average, an election every two weeks, while at the same time encouraging more women to enter politics and investing in a free and informed media. For example, this past year, UNDP has played an instrumental part in major democratic elections in **Bangladesh** (see page 18) and **Iraq**. In **Zambia**, UNDP collaborated with the Electoral Commission of Zambia in late 2008 to transform a potentially contentious presidential election – following the sudden illness and death of its president

– into a successful and peaceful one, all with little notice and within a 90-day timeframe. UNDP had a pivotal role in harmonizing and managing international support for the elections and helped the Commission in the selection and training of 50,000 electoral officers and in the basic procurement of essential materials like ballot box seals, staining inks and ballot papers.

In **Lebanon**, UNDP supported electoral reform efforts through a number of activities, including the launch of a national public awareness campaign on electoral reform and the printing and dissemination of over 50,000 copies of draft law booklets in Arabic, English and French to libraries, universities and the public. Along with the Lebanese Council of Women, UNDP sponsored 27 thematic and regional workshops, including 12 on women's participation in parliamentary elections.

UNDP believes that only carefully planned and managed decentralized governance will give communities the opportunity to influence decision makers, and those decision makers the capacity to act in response. That is why in the **Former Yugoslav Republic of Macedonia**, UNDP is partnering with

the Ministry of Local Self-Government, in addition to various municipalities, to improve the quality of public services at the local level. For example, three rural municipalities of equal size established joint administrations for urban planning, tax collection and local inspections. In addition, the programme updated the taxpayers' database in five of these municipalities, which increased the number of taxpayers by 30 percent, while also sponsoring a local awareness-raising campaign on citizen tax rights and obligations. UNDP has started implementing the programme in five more municipalities. In **Nigeria**, UNDP is working with the Government to build a strong, broad-based tax regime that can facilitate the

shift away from tariffs and other trade barriers by fostering alternative sources of public revenue and by improving the fiscal infrastructure to collect those revenues efficiently, transparently and accurately. Tax reform is a key part of Nigeria's economic and public sector reform, especially as a way to reduce the current overwhelming disparities between the rich and the poor and to diversify economic revenue generation from an over-dependence on oil revenue to non-oil sources such as customs tariffs, value-added tax and sales tax. As a result of the project, a user-friendly taxpayer data warehousing system was established so that Nigeria's Internal Revenue Service can keep track of taxpayer data; staff were then trained

UNIFEM: DEMANDING ACCOUNTABILITY TO WOMEN

Women are extremely vulnerable to shifting patterns in global markets in the absence of measures that protect them. This vulnerability came to the forefront during the food crisis since women not only assume primary responsibility for feeding their families but also contribute as much as 50 to 80 percent of agricultural labour in sub-Saharan Africa and Asia. Similarly, women's employment and migration are also shaped by global trends. The "brain drain" from South to North of people with tertiary education has recently become feminized, with more professional women migrating than men. This has implications for women's economic leadership in developing countries.

These and other findings are presented in *Progress of the World's Women 2008/2009, Who Answers to Women? Gender and Accountability*, released by the **United Nations Development Fund for Women (UNIFEM)**. UNIFEM's biennial flagship publication reveals that much stronger accountability mechanisms for tracking progress on gender equality are needed in order to meet national and international commitments to women's rights. To date, women are outnumbered four to one in legislatures around the world; over 60 percent of all unpaid family workers globally are women; women still earn on average 17 percent less than men, and about one-third of women suffer gender-based violence during their lives. In some parts of the world, one in 10 women dies from pregnancy-related causes even though the

means for preventing maternal mortality are cost-effective and well known.

Gender gaps on this scale are symptomatic of an accountability crisis. The report points out that accountability mechanisms work for women when they can ask for explanations and information from decision makers and, where necessary, initiate investigations or get compensation. Women must be included in oversight processes, and advancing women's rights must be a key standard against which the performance of public officials is assessed and, if necessary, sanctioned.

Progress of the World's Women 2008/2009 provides an assessment of each of the MDGs from a gender perspective and focuses on five key areas where urgent action is required to strengthen accountability to women: politics and governance, access to public services, economic opportunities, justice and the distribution of international assistance for development and security. In each of these areas the report details means of building state capacity — or good governance — from a women's rights perspective. Yet the publication also points out that multilateral aid and security institutions can do much more to meet their own commitments and standards on gender equality. To date, no agreed system-wide tracking mechanism exists within multilaterals such as the UN and the international financial institutions to assess the amount of aid allocated to gender equality or women's empowerment.



In partnership with the Governments of Italy and Lebanon, UNDP is supporting dialogue between Lebanese and Palestinian youth in the country's northern region.

in the use of the system and the database was linked to the country's Corporate Affairs Commission for regular updates on newly registered companies. The project also published a report that provided an analysis of collected taxpayer data, a listing of potential taxpayers and strategies for improved tax compliance.

In **India**, meanwhile, UNDP is providing technical support and expertise to the central government in the implementation of the National Rural Employment Guarantee Act through the creation of a technical advisory group that includes experts in monitoring, training and communications and management information systems. The Act is an unprecedented piece of poverty-fighting legislation

that guarantees 100 days of work every year to every rural household whose adult members volunteer to do unskilled manual work at minimum wages; otherwise, workers will be paid a daily unemployment allowance. Among other results, UNDP has promoted greater awareness on entitlements under the Act and has improved transparency through innovative pilots to monitor wage payment through ATMs and smart card technology in rural areas in five states: Andhra Pradesh, Bihar, Kerala, Orissa and Uttar Pradesh. In order to improve implementation, UNDP is also facilitating partnerships between the Government and a host of professional institutions.



Bangladesh is a densely populated developing nation that has borne the brunt of climate change effects as it continues to be buffeted by worse than usual cyclones, floods and monsoons year after year. Although its economy has shown itself to be a resilient one in the past, the recent international financial and commodity crises are threatening its development goals as its gross domestic product (GDP) growth begins to slow and workers' remittances from abroad drop off.

Last year, UNDP proved itself a key partner in the long and complex preparations for December's parliamentary election, the first in seven years. If a stable, trusted government is a crucial component of achieving development goals, then the election came none too soon as Bangladesh faces weak economic growth due to the global economic downturn. Widespread and systemic efforts at election reform resulted in a high rate of transparency and voter participation. In association with nine donors and the Bangladesh Election Commission, UNDP helped to create a credible photo voters list, which resulted in a state of the art electoral roll of over 81 million people. UNDP was particularly instrumental in providing technical assistance and, as a result, 500,000 election workers were trained in the use of more than 10,000 laptops with webcams and fingerprint scanners. Beyond the numbers, the initiative enabled a significantly freer and fairer electoral process that is paving the way for a deepening of democracy in Bangladesh.

Significant problems exist in Bangladesh with rule of law, corruption and access to justice, all of which affect the poor, women and young people the most. Four years ago, UNDP initiated a police reform programme in cooperation with the Bangladesh Police and the Ministry of Home Affairs and donor partners that aims to improve the efficiency and effectiveness of the national police, especially in the areas of crime prevention, investigations and human resource management and training. With the first phase coming to a close, the initiative has seen a number of significant changes, including the establishment of over 20,000 community police organizations dedicated to building a closer relationship with local people; the creation of the Bangladesh Police Women's

network; the adoption of gender guidelines by the police; the training of 3,000 police officers in investigative techniques, leadership and management skills; and the establishment of a special national unit dedicated to combating human trafficking. Recent surveys, including one conducted by the Asia Foundation, show that people in Bangladesh believe that police performance has improved over the past two years.

Meanwhile, experts are predicting that as sea levels continue to rise, Bangladesh could lose up to 15 to 18 percent of its land area, making 30 million people environmental refugees by 2050. For an already overpopulated and land-scarce country, the social upheaval resulting from climate change-induced mass migration could have devastating effects, making UNDP's work there all the more crucial.

There is an urgent need to improve its emergency response planning at the district and lower levels in addition to increasing its leaders' ability to make decisions that can save lives and livelihoods and preserve security. To that end, UNDP has partnered with the Government and international donors to enact the Bangladesh Comprehensive Disaster Management Programme. The Programme has established a vast network of more than 75 government, CSO and institutional partners, as well as UN organizations, including the Food and Agriculture Organization of the United Nations (FAO). The Programme has helped establish a national disaster management legislative and regulatory framework addressing risk reduction and response. Over 25,000 people have received disaster management training and, perhaps most significantly, nationally accepted risk assessment and reduction planning guidelines for use by all non-state organizations were developed. The Programme launched a major earthquake risk assessment for three of Bangladesh's major cities, established a national Disaster Management Information Centre with telecommunication links to all 64 district headquarters and the Department of Environment now includes a Climate Change Cell, dedicated to converting global forecasts into national impact statements.

A Bangladeshi police officer helps an infirm woman at a polling station during the 2008 elections.

Crisis Prevention and Recovery: Security in the face of crisis

RECOGNITION is growing that violent conflict and natural disasters are major obstacles to human development and the achievement of the MDGs. As the world enters a new, volatile period, strengthening national capacities for crisis prevention and management will become increasingly crucial. Given its focus on ensuring national ownership in support of capacity development, UNDP has a central role to play in assisting countries in preventing and mitigating the effects of crises, as well as in promoting recovery. The demand for support in crisis prevention and recovery is growing – with most of it in the area of disaster risk reduction – with UNDP working in this area in 83 developing countries in 2008. UNDP has focused its support on crisis risk reduction, assisting post-crisis governance of recovery processes and restoring the foundations for development for crisis-affected communities.

The restoration of security at the community level, the rebuilding of social cohesion and the promotion of reconciliation are essential to durable

recovery in the aftermath of violent conflict. In 2008, UNDP supported a number of countries in fostering post-crisis community security and social cohesion, including the development of national and local capacities for mine action, reducing the availability of small arms and the incidence of armed violence, and supporting the return and reintegration of conflict-affected individuals and groups. UNDP supported a ban on cluster munitions and the Geneva Declaration on Armed Violence and Development, which resulted in the adoption of the Convention on Cluster Munitions, signed by 95 countries.

On average, UNDP responds to a dozen natural disaster or conflict situation crises each year, crises that dramatically transform the work it does in countries, sometimes for years to come as people affected need urgent support to rebuild their lives. UNDP is playing a lead role in the UN system in terms of early recovery planning, a separate but parallel process within any humanitarian setting. A relatively new concept, early recovery addresses a critical gap in coverage between humanitarian relief and long-term recovery – in other words, between reliance and self-sufficiency. UNDP is the lead coordinator of the UN's Inter-Agency Standing Committee Cluster Working Group on Early Recovery, which aims to close the critical gap between humanitarian relief and the onset of longer-term recovery and development.

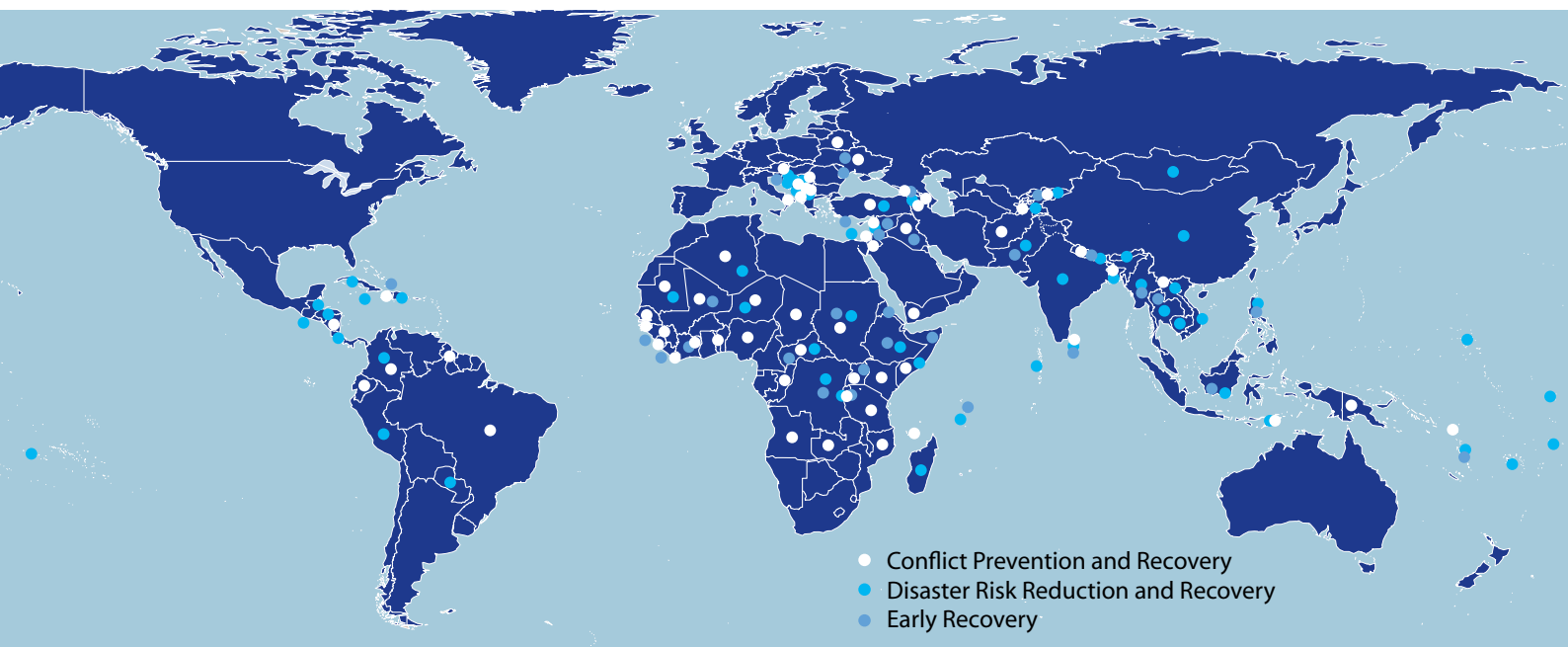
At the country level, UNDP provided early recovery support to 20 countries in 2008. A key focus of this support was on strengthening post-crisis governance by reinforcing government capacity at national and local levels, such as helping communities to regain livelihoods in **Belize, China, the Dominican Republic, Georgia** and **Sudan**; supporting the return and reintegration processes in **Mauritania, Turkey** and **Sri Lanka**; and restoring the rule of law and community security in the **Central African Republic** and **Chad**. UNDP also developed a new global programme on strengthening the rule of law in conflict and post-conflict countries in 2008 that places special emphasis on women's access to justice, institution-building and transitional justice.



UNDP, with support from the Government of Japan, worked with the Iraqi Government to improve electricity supply in the Kurdish Region.

UNDP SUPPORTS CRISIS PREVENTION AND RECOVERY ACTIVITIES IN MANY COUNTRIES 2006–2008

UNDP responds to natural disasters and conflict situations, prioritizing gender equality in all of its recovery efforts.



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Source: UN Cartographic Unit and UNDP

As part of its crisis recovery work in 2008, UNDP trained hundreds of Iraqi officials and created thousands of short-term jobs that indirectly benefited millions of citizens in **Iraq**. It set up a reconciliation programme that included workshops and study tours for Iraqi business, political, CSO and media leaders. In support of the rule of law it created a database of all applicable Iraqi laws since 1917, searchable by anyone with Internet access and trained Iraqi lawyers in its use. Additionally, with the new Government starting to take its place in international affairs, and looking for loans as well as grants, UNDP opened a loan facilitation office; within a short time, the country received a \$140 million loan from Japan for electricity equipment.

Since 1985, UNDP has been working in the Gaza Strip, where it has directly implemented projects worth over \$321 million. Immediately following last December's escalated violence there, **UNDP's Programme of Assistance to the Palestinian People (UNDP/PAPP)** initiated early recovery efforts in Gaza – an area of ongoing instability – that began with distributing food packages to over 30,000 Palestinians and deploying its SURGE early recovery experts (see page 36 for SURGE) to assist in recovery

and reconstruction assessments. Beyond such immediate responses, however, UNDP recognizes that economic recovery is a key element of any successful plan of post-crisis recovery. As a result, it commissioned a household survey in order to understand the recovery priorities of the people living in Gaza as well as signing an agreement with the Palestinian Authority to provide \$50 million to fund cash assistance packages to affected people. Most crucially, perhaps, in recognition of the Gazan economy's heavy reliance on agriculture, UNDP agreed to implement a \$270 million project to fund compensations for damaged agricultural property, with approximately 8,000 farmer households benefitting from the initial phase of the agreement. UNDP/PAPP also has been working with the local government in the occupied Palestinian territories since 2006 to establish a self-sustaining system that transitions hard hit poor families from being recipients of humanitarian assistance to independent providers of income. Specifically, in consultation with the Islamic Development Bank and the Ministries of Social Affairs, Planning and Labour, UNDP helped to identify families in need and to set up a social safety net mechanism through which 189 families received grants and microloans in order to

begin their own self-sustaining businesses; as a result, some families have seen their income rise by as much as \$150 per month.

UNDP believes that it is especially critical to take into account the needs and experiences of girls and women during crisis, and to promote women's empowerment and gender equality in all areas of crisis prevention and recovery. As such, it supports the inclusion and enforcement of laws to protect women; works to provide legal aid, access to justice and legal reforms for women; promotes women's participation and leadership, at both the institutional and community-based level; insists on involving women in all stages of the peace and recovery processes; and strengthens women's education networks.

In the **Democratic Republic of the Congo (DRC)** UNDP is currently supporting the Government in promoting the rule of law and in improving the capacity of local CSOs to develop a network of 150 paralegals and lawyers who specialize in gender-based violence. Additionally, UNDP with the UN Country Team is working with the Government to strengthen its role in preventing gender-based violence in eastern DRC, bringing perpetrators to justice, ensuring survivors receive comprehensive response and redress and building the foundations for the rehabilitation of perpetrators as a way to achieve reconciliation and social cohesion. In **Timor-Leste**, over 700 women participated in the UNDP-sponsored Women in Self-Employment Programme, receiving vital vocational training that allowed them to start their own businesses, contributing to economic recovery and improved conditions for the return and resettlement of internally displaced populations. In **Kosovo**, UNDP's Women's Safety and Security Initiative strengthened the protection of women and girls and advocated for their increased safety. As a result, efforts to combat trafficking are now a key priority of Government and other institutions and have led to the adoption of the national Law Against Domestic Violence and the Strategy Against Domestic Violence.

As climate change forces millions of the world's poorest to cope with its impact, responding to natural disasters is increasingly becoming a key focus in

UNDP's crisis prevention and recovery programming. UNDP is committed to strengthening its support to disaster-prone countries where capacity to manage and reduce disaster risks is currently insufficient. UNDP works with high-risk countries to establish methods of mitigation including early warning systems, building codes or disaster sensitive local development plans.

Fulfilling its role as the main coordinating agency for UN recovery efforts, UNDP worked with FAO, the World Food Programme (WFP) and the International Labour Organization in both immediate and long-term recovery efforts in **Guatemala**, following the widespread destruction wrought by Hurricane Stan in 2005. The UN Post-Stan Joint Emergency Programme supported efforts by the Government of Guatemala and local CSOs in the identification and design of new urban communities that were considered "safe sites" following environmental impact studies. By March 2009, hundreds of families had moved into the towns, all of which were newly built from the ground up, while hundreds more had built new homes on their own plots of land. In total, 2,179 families saw new homes and services rebuilt while 2,300 affected adults returned to the workforce after benefitting from training as bricklayers, electricians, blacksmiths and plumbers. By the end of 2009 another 11 communities and 1,157 new homes will be rebuilt. Meanwhile, the initiative has been expanded to other, non-affected but at-risk communities in four other administrative areas in Guatemala. Finally, the programme's model of disaster-proof housing – double the size of basic housing – has been included as a model of "dignified popular housing" in Guatemala's recently passed New Housing Law.

Immediately following the May 2008 earthquake in **China**, UNDP mobilized support for disaster relief and early recovery activities in collaboration with the Government, including the distribution of shelter materials like tents, quilts, blankets and emergency lights to 315,000 people. Additionally, it supported model participatory planning sessions on reconstruction in 19 communities, a process that is slated to be replicated in 5,400 villages struck by the disaster.

In **Myanmar**, UNDP was the only UN agency with field offices located in the Irrawaddy Delta prior to Cyclone Nargis, which hit the country in May 2008, leaving more than 138,000 dead or missing and 2.4 million severely affected by the crisis. UNDP played a coordinating role with government authorities and collaborated closely with relief agencies including WFP, International Organization for Migration, the UN Children's Fund (UNICEF) and UNHCR in the transportation and distribution of urgently needed relief items. UNDP medical teams also traveled through villages in the Delta, treating some of the nearly 20,000 officially reported as injured. Recognizing the need for advanced planning for longer-term recovery, UNDP has initiated a two-year, early recovery strategy programme in 250 villages that began running alongside emergency relief efforts. The programme has now reached more than 500 villages, with a plan to expand to 750 villages by the end of 2009. UNDP is providing a range of support for the rehabilitation of livelihoods, the rebuilding of community organizations, the reconstruction of buildings and village infrastructure and for disaster risk reduction and preparedness planning at a community and township level.

In 2008, in response to recent natural disasters in the **Indonesian** province of Aceh as well as the signing of peace accords three years ago, UNDP is now implementing an integrated strategy of three related programmes designed to consolidate peace, reduce the impact of future natural disasters and build the foundations for a sustainable economic recovery that benefits all citizens in the region, affected or not. As part of Aceh Partnerships for Economic Development, UNDP worked with the provincial government in, among other things, assessing the potential export demand for coffee and cocoa; establishing a locally-led Coffee Forum as a legal entity to represent the industry in Aceh; distributing 37,600 agricultural tools and equipment to coffee cooperatives and almost 12,000 farmers; and applying an innovative supply chain model which resulted in substantial export orders of some \$10 million. Rural poverty is on the decline in Aceh, and a key compo-



UNDP continues to support communities in Indonesia after the 2004 tsunami. Here workers clear a pond to breed fish.

ment of that decline is the recovery of agriculture to pre-tsunami levels and beyond.

UNDP recognizes that the exchange of resources, technology and knowledge between developing countries – or South-South cooperation – is key to successful development efforts, including crisis prevention and recovery. In **Haiti**, UNDP worked with the Government to implement a successful **Brazilian** model for waste collection activities. The project employs 385 residents in a Port-au-Prince slum to collect and process solid waste, which is then turned into cooking briquettes. As a result, huge piles of trash blocking drainage canals have been removed, a problem that had been contributing to severe flooding.

In order to bring about improved system-wide coherence in terms of crisis response, in 2008 the UN with UNDP and the World Bank agreed to formalize their cooperation in crisis and post-crisis situations, laying out common guiding principles for working with national authorities and other partners. The agreement also called on the World Bank and UN agencies to improve inter-agency communications, strengthen joint planning, increase collaboration on funding and streamline the transfer of financial resources between agencies.

Responding to Crisis in Mozambique

UNDP's work in **Mozambique** highlights both its commitment to a multilateral approach and its ability to work with governments in formulating responses to the multiple crises currently rocking the globe. Since 1976, Mozambique has suffered from at least 45 significant incidences of natural disasters, including floods, cyclones, droughts and earthquakes. In January 2008, while still recovering from the devastating floods of early 2007, Mozambique again experienced a major flood situation, resulting from high levels of rainfall as well as persistent heavy rains in neighbouring countries.

The human cost and economic impact of these disasters has been very high. This

can be clearly illustrated by the 2000 floods, which reduced the GDP growth rate from over 10 percent to less than two percent, with direct and indirect losses estimated at \$488 million. As much as 25 percent of Mozambique's population faces a high mortality risk from natural hazards, and it ranks as the second most geographically exposed country in Africa. UNDP, in cooperation with seven other UN agencies also on the ground in Mozambique, is taking part in a joint programme to strengthen disaster risk reduction and emergency preparedness in Mozambique as part of the "Delivering as One" UN reform movement, which aims to streamline all UN activities, policies



and approaches at the country-level. UNDP has provided technical and financial support and is taking the lead in advocating for a better integration of disaster risk reduction strategies in both national and local development planning. It is also leading a donor working group on disaster risk reduction as well as conducting a study on the socio-anthropological issues in post-flood resettlement processes. Additionally, the initiative – along with Mozambique’s National Disaster Management Institute – has launched a national risk information system to help officials make decisions; prepared a national risk map that highlights vulnerable areas of Mozambique’s geography; and established a

way for Mozambique to systematically compile and analyze disaster losses. Most importantly – and tangibly – the initiative’s success has contributed to a huge decrease in deaths due to natural disasters in Mozambique. In 2008, around 20 people were killed by the combined effects of floods and cyclones. Seven years previously, during a year that experienced a similar bout of natural disasters, that number was 600.

In 2008, increasing food and fuel prices led to riots, raising public concerns in terms of the country’s stability. A special call was made by President Armando Guebuza for assistance in mitigating the effects of the global food crisis on the country. In response to this call, UNDP quickly provided support for a rapid technical assistance action in which it provided essential agricultural equipment and tools to youth agricultural associations as well as farmers in the isolated, drought-ridden southern provinces, including tractors, equipment to increase water irrigation and a rice mill. Already the youth associations have prepared hundreds of hectares of arable land and, with the use of the irrigation equipment, they have stepped up production of rice, maize and cabbage by an estimated 30 percent. On a broader level, the initiative both strengthened and aligned the capacity of the Government and CSOs at national, provincial and local levels to plan, implement and monitor socio-economic development, with a special focus on ensuring people’s access to business and financial services.



A mobile Emergency Operation Centre was set up in Gaza Province to coordinate simulated relief operations in preparation for Mozambique’s next natural disaster.

Environment and Sustainable Development: Harnessing the green economy

AS DEVELOPING COUNTRIES and donors focus on finding immediate solutions to pressing economic challenges, environmental sustainability is again taking a secondary position. Environmental concerns are more urgent now than ever since poverty reduction and long-term prosperity cannot be achieved without an unwavering focus on sustainable development. As the UN's global development network UNDP recognizes that climate change calls for a new development paradigm, one that mainstreams climate change into development planning at all levels, links development policies with the financing of solutions and helps countries move towards less carbon intensive, yet sustainable economies. In 2008, UNDP endorsed a new climate change strategy, which supports the capacity of developing

countries to make informed policy and investment decisions to help reduce greenhouse gas emissions, reduce poverty and accelerate the achievement of the MDGs. The strategy also sets out how UNDP works with UN agencies, the Global Environment Facility (GEF) – consisting of UNDP, the UN Environment Programme (UNEP) and the World Bank – civil society and the private sector.

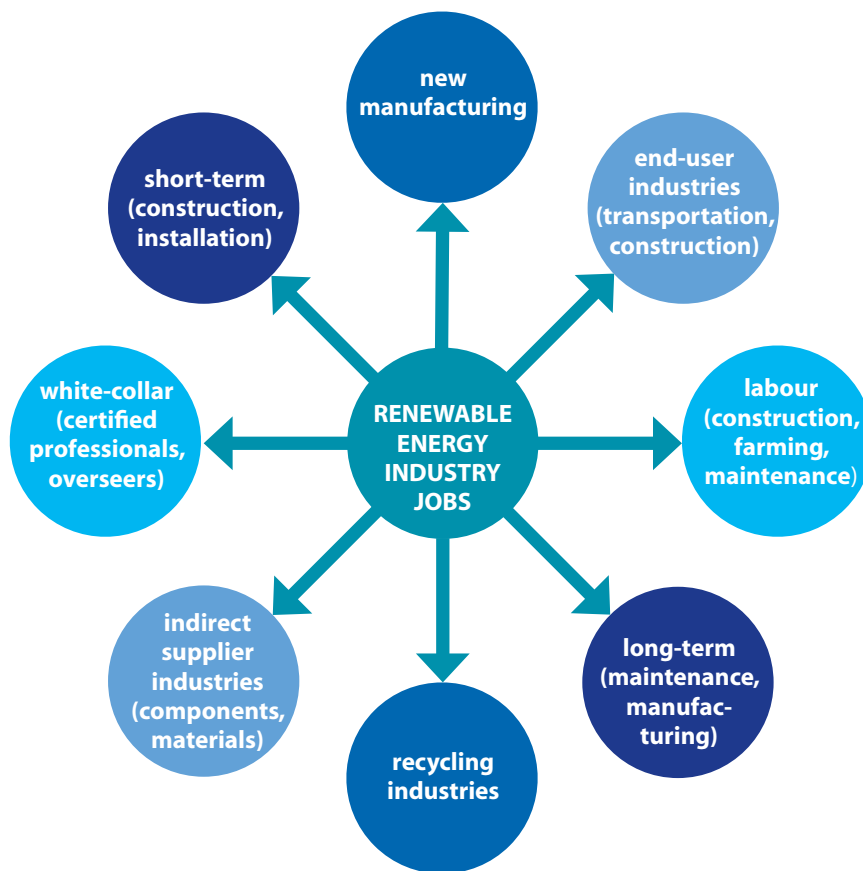
UNDP promotes both climate change mitigation and adaptation efforts since both are essential to meet the climate change challenge. On mitigation, UNDP's efforts include promoting greater energy efficiency in all sectors and uses, increased utilization of a wide range of renewable energies, increased energy access for the poor, policy reform and capacity development. On the adaptation side, UNDP supports countries as they work to integrate climate risks into national development policy and plans, develop financing options to meet national adaptation costs and share adaptation knowledge and experiences. UNDP's value-added in preventing and mitigating the effects of climate change lies in its strong presence on the ground in 166 countries in terms of both operational capacity and expertise, including both experts on climate change policy and professionals in project development, a combination that allows UNDP to effectively implement projects at the country level. For example, once the final agreement on the new Kyoto Protocol is made, UNDP will help member countries to apply for and manage funds and technology as they work to fulfill their part in a new global deal on carbon emissions. In fact, UNDP has launched a groundbreaking capacity development initiative that is working with 13 African, Asian and Latin American and Caribbean developing countries to choose three key sectors – for example, energy, agriculture and tourism – in preparation for a national inter-ministerial workshop on national climate actions and the Bali Action Plan. Once these sectors are identified, UNDP will support countries in assessing the magnitude and intensity of national efforts needed to tackle climate change, as well as provide more accurate estimates for the funds needed to implement mitigation and adaptation actions.



A UNDP partnership to rehabilitate water wells in Uzbekistan's Mingulak district has led to better drinking water and, consequently, decreased rates of infectious diseases.

RENEWABLE ENERGY CREATES MANY TYPES OF JOBS IN MANY SECTORS:

UNDP is developing new partnerships, planning tools, public policies and financial instruments that help transform and create markets that work for people and the environment.



Source: UN
Illustration: Pamela Geismar

As the effects of climate change are increasingly felt in tandem with the effects of the economic crisis, opportunities are arising for real development change. UNDP is developing new partnerships, planning tools, public policies and financial instruments that help transform and create markets that work for people and the environment. In 2008, UNDP mobilized more than \$500 million in grant resources and more than \$1 billion in related co-financing through the GEF, the Multilateral Fund of the Montreal Protocol and other major initiatives. By helping to protect forests around the world, UNDP both protects community livelihoods and helps to drive down carbon emissions. The Intergovernmental Panel on Climate Change estimates that the cutting down of forests is now contributing close to 20 percent of the overall greenhouse gases that are entering the atmosphere, making the goal of reducing deforestation

an urgent and immediate one. UNDP, in partnership with FAO and UNEP, is leading global efforts to make this happen. In July 2008, the three agencies partnered with the Government of Norway to finance the first phase of the UN Reduced Emissions from Deforestation and Forest Degradation Programme (UN REDD) with \$35 million. UN REDD is assisting developing countries in the creation of national REDD strategies, the monitoring of forest cover and carbon stocks and the implementation of pilot projects on forest management that maintain ecosystems and maximize carbon stocks while delivering community and livelihood benefits.

A GEF-funded Coal Bed Methane Recovery and Commercial Utilization programme in **India** demonstrates that recovering methane during and after the extraction of coal is commercially feasible and, once captured, can be used as a clean fuel for



UNDP is supporting a project in Haiti that collects garbage from a slum and recycles it into briquettes used to cook food.

generating electricity and as fuel for trucks. Roughly 180,000 tons of CO₂ emissions annually are being eliminated because of the ongoing nine-year programme, equivalent to the emissions of 180,000 cars. The technology has shown that capturing methane, a greenhouse gas with high potency, makes both environmental and economic sense. The programme's practices are now included as part of the curricula in the Indian School of Mines in the eastern city of Dhanbad, in Jharkhand, and the programme is influencing methane recovery policy in India, including a mention of the technology in the Government's latest five-year plan. Greenhouse gas emissions in the **Russian Federation** have been growing steadily since 1999, along with the economy. A GEF energy-efficiency programme – in partnership with the Government – begun in 2002 has already demonstrated a number of successful solutions for the building sector. For instance, in 2008, the programme expanded to cover efficient lighting for public and residential buildings in several provinces. It has secured an additional \$100 million commitment

from the Government and other partners that will significantly scale up activities.

As anxieties over recent volatile food prices intersect with a very real concern about the degradation of the environment and climate change, UNDP has programmes in place that support governments in addressing both these problems. In **Rwanda**, one of Africa's poorest and most densely populated countries, an environmental programme that began in 2006 has already restored 1,300 hectares through agro-forestry plants such as reeds and fruit-producing plants along Lake Kivu shores. By the end of 2008, more than 1,100 households have benefited from the programme, which was jointly supported by UNDP and a grant from the Government of the Netherlands. The restoration of this vital ecosystem prevents further soil erosion and thus increases food security in Rwanda by giving people the ability to once again use degraded land for vital crops. Beneficiaries can also collect the mature reeds and sell them at markets as fencing and roofing materials. In addition, these reeds will help mitigate further

damage to soil from the onslaught of violent downpours that have become increasingly common in Rwanda as the climate changes.

The financial and economic crises' impact on livelihoods and incomes in the developing world has stressed the absolute importance of taking a pro-poor approach to biodiversity and ecosystem rehabilitation and protection. Indeed, the environment provides the poor with food security, fuel, shelter and medicines, along with livelihoods and is an integral part of ensuring human welfare and economic development. In **Benin**, a high dependence on wood for energy is threatening the forestry ecosystem; compounding the problem is the lack of access to the harnessing of alternative energies like biogas and solar power. GEF supports several women's groups to promote the use of traditional ovens made of soil. As a result of these efforts, the use of wood has decreased by 50 percent with a fifth of households in targeted villages using these ovens. In **Iran**, through a GEF-funded programme, UNDP is working with the Government and local communities to cost-effectively reclaim, through large-scale replanting and community-devised and led initiatives, range-land lost to desertification. As a direct result of the project's efforts, one-third of leadership positions in local resource management committees are held by women while women made up two-thirds of the trainees participating in vocational training courses including sustainable poultry production, wheat cultivation, livestock vaccination, carpet weaving and tapestry making.

UNDP is supporting the establishment of ecotourism industries in fragile ecosystems in **Cambodia, Morocco, Uzbekistan** and **Yemen**. The Archipelago of Socotra, off the coast of Yemen, is one of the 10 most biologically diverse islands in the world and also one of the poorest and most disadvantaged areas in the country. UNDP has been working with the Government in partnership with donors to promote ecotourism and sustainable fishing practices as well as enhancing the capacities of local communities in sustainable livelihood development to address their basic urgent needs. By the end of 2008, four protected areas had been established in Socotra,

the Archipelago had been listed as a World Heritage Site by the UN Educational, Scientific and Cultural Organization, the monitoring of lobster harvesting practices had been established and training in ecotourism had begun.

In a time of global crisis, it is important not to forget how dirty water and lack of adequate sanitation damages development. UNDP is developing the skills and capacities of professionals across a range of developing countries in order to better manage waste and water. And as climate change threatens to increase water scarcity – already almost two million children die each year for want of clean water and adequate sanitation – it is more vital than ever to manage our resources with the utmost care while ensuring that the knowledge of what works in one city can be adapted and put to use in others. Solid waste management is a major issue in **Sri Lanka**, where municipalities and local authorities are ill-equipped to cater to increasing urbanization and commercialization and at the same time meet the demand for sanitary and effective disposal of solid waste. Waste is often dumped in open areas, marshlands and river banks. Collection is irregular and slow, leaving piles of rotting garbage by roadsides and creating a health and environmental hazard to residents. As part of a post-tsunami environmental restoration initiative, funded by the Government of New Zealand, UNDP contributed to a community-led clean energy initiative in 2008, which worked with local people to convert biodegradable waste into biofuels and fertilizer through microfinance projects. Eight urban low-income communities received financing to establish biogas units; some households benefited by using the biogas as cooking fuel or by using the fertilizer for vegetable gardens while others benefited from the financing model built around the fees collected from the sale of gas and waste collection. Most importantly, the neighbourhood in general benefited from a drastic reduction in haphazardly discarded solid waste and resulting epidemics like dengue fever.

UNDP and the UN System: Focusing on Development

THROUGHOUT 2008, the UN system continued to strengthen its efforts to achieve greater impact in contributing to national development plans and priorities. The impetus of this effort remains grounded in UN reform, following the call from the UN General Assembly in 1997 for a more coherent, effective and efficient UN development system. However, it has become particularly relevant as developing countries face significant challenges to their development gains and achievements, including the global financial and food crises and their impact on the poor, as well as the detrimental effects of climate change. There are indications that in many countries, with these recent setbacks, the MDGs may not be achieved by 2015. The UN development

system recognizes that now, more than ever, it needs to come together, bringing its numerous mandates and expertise to most effectively respond to national priorities and challenges.

As the manager of the Resident Coordinator (RC) system, UNDP, with its UN partners, remains fully committed to ensuring that the UN development system works together more coherently, enabling the UN to be a more effective development partner in contributing to a marked improvement in the lives of the people in the countries it serves. UNDP also recognizes, with its UN development partners, that coherency and effectiveness must be underpinned by national ownership and alignment with national agendas and systems; a process of joint



**Secretary-General Ban Ki-moon visits a
“Delivering as One” exhibition in Tanzania.**

UPDATE ON MULTI-DONOR TRUST FUNDS

As part of its effort to support UN system-wide coherence, UNDP continued in 2008 to administer resources on behalf of the UN. Through the Multi-Donor Trust Fund Office, UNDP administers – directly or through UNDP Country Offices – a portfolio that since it began in 2004 has grown to \$3.79 billion encompassing 23 Funds and joint programmes, covering humanitarian assistance, post-conflict, post-crisis recovery, reconstruction and development in more than 70 countries. A number of new Funds were established in 2008, such as “Delivering as One” Funds in Pakistan, Cape Verde and Malawi, the UN REDD Programme Fund and the UN Action against Sexual Violence in Conflict. In addition, the Peacebuilding Fund has expanded its coverage to six additional countries. The year 2008 also saw major developments to clarify the role and functions of the fund administrator and the review and finalization of standard agreements with donors and participating agencies endorsed by the UN Development Group. This effort is leading toward the streamlining of donor and government interaction, which will save money and time and increase efficiency and results.

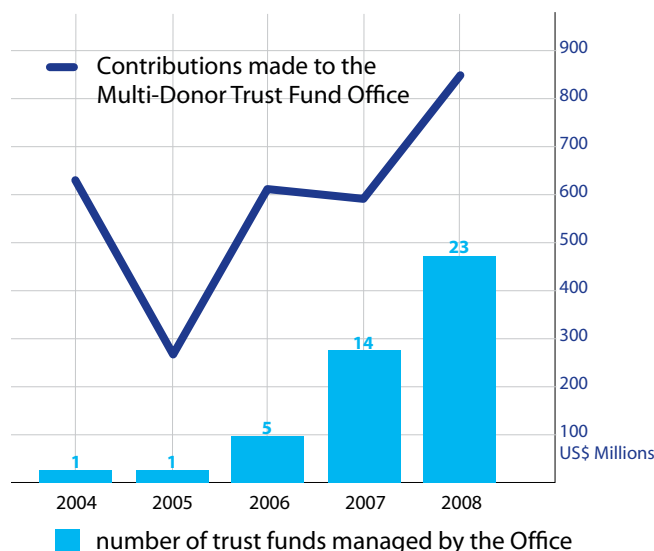
THE MDG ACHIEVEMENT FUND

The MDG Achievement Fund, established in 2006 with a contribution from the Government of Spain, supports MDG achievement activities brought to the table by multiple partners at the country level. The Fund presents a valuable opportunity to advance UN reform through collaborative programming at the national level, emphasizing the aid effectiveness principles outlined in the Paris Declaration and the Accra Agenda for Action. With a minimum requirement of two UN Agencies per joint programme, the Fund has propelled a process of joint programme formulation and

planning leading to joint programming; joint advocacy; a transparent and inclusive process of funding allocation that is in line with national priorities; and harmonized approaches to business and operations, to reduce transaction costs and to increase efficiencies. UNDP also recognizes that there must be mutual accountability for results between the RC

THE MULTI-DONOR TRUST FUND PORTFOLIO GREW IN 2008

Both the number of Funds and contributions jumped significantly.



Source: Multi-Donor Trust Fund Office/UNDP

implementation in over 50 countries. Getting UN Country Teams to talk about their contribution to national development priorities and build common proposals is already generating knowledge on the joint programming process. A 2008 survey undertaken by the Fund queried UN partners on their satisfaction with the MDG Achievement Fund process, with 75 percent rating their experience of participating in the formulation of new proposals and joint programmes as positive and 95 percent rating the process to be fair and transparent.

and the other members of the UN Country Team, to ensure that all entities are working together toward the common goal of supporting national development plans around agreed-upon programme priorities.

Important progress was made in 2008 in enabling the UN to achieve this greater

coherency and effectiveness, largely through the eight “Delivering as One” country pilots that were launched by governments, with the UN, in January 2007: **Albania, Cape Verde, Mozambique, Pakistan, Rwanda, Tanzania, Uruguay and Viet Nam**. While important progress was made in 2007, the significant challenge in 2008 was for the UN Country Teams, with national and international partners, to deliver on the implementation of the “One UN” Programmes and to make tangible strides in achieving the necessary elements of coherency and effectiveness. The pilot governments and the UN Country Teams have worked together to meet this challenge.

For example, in **Tanzania**, the UN has been working with its partners to help mitigate the impact of soaring food prices on poor and vulnerable households in targeted regions of the country. The UN system requested funds from the Central Emergency Response Fund to provide affected rural households with seeds to enable them to re-engage in agriculture. A rapid vulnerability assessment conducted in early 2008 led jointly by the Government and UN agencies, as well as local and international CSOs, underscored the urgency of the situation in the most affected regions. The UN system interventions focused on protecting the livelihoods and nutritional situation of vulnerable farmers, including helping them to produce enough food for themselves.

In **Viet Nam**, the UN began a policy-level engagement on climate change, recognizing that Viet Nam is one of the countries most affected by climate change effects, especially sea-level rise, as highlighted in UNDP’s 2007/2008 Human Development Report *Fighting Climate Change: Human Solidarity in a Divided World*. In 2008, the UN contributed substantively to the development of the National Target Programme on Responding to Climate Change, giving technical advice, funding national technical advisers and national consultations and facilitating consultations with the international community.



Former Administrator Kemal Derviş visiting a joint UNDP and Microsoft initiative in Rwanda that is developing the capacity of technical support units serving the Parliament.

These examples emerging out of the “Delivering as One” pilots demonstrate that the reform process is achieving concrete results for the benefit of the UN’s national partners. They also demonstrate that partnerships underlie the success of increased efforts at efficiency and effectiveness. While the RC/Resident Representative remains the “one leader” of the UN system, it is vital that he or she works together with the UN Country Team and national partners to identify the priority areas of the UN’s support, and draws on the relevant UN expertise and mandates that will be required to support the achievement of these results. The pilot experience in 2008 also demonstrated that the partnership between the UN development agencies and the international financial institutions is an important one in providing policy advice and technical expertise to national partners, including in areas related to the food and financial crises specifically and in supporting the countries’ efforts to overcome challenges in achieving the MDGs.

Gender Equality and One UN in Albania

Albania's "One UN" Programme was launched in 2007 to serve as a blueprint for combining the expertise of individual UN agencies, including UNDP, in order to enhance their contributions to Albania's human development. Under it, UN agencies work together as a single, streamlined UN Country Team to advocate for socially inclusive development; support the Government in achieving priority national objectives; and offer more comprehensive public policy analysis. All of these goals support Albania's drive to become part of the European Union and the aspirations of Albanian citizens to lead better lives while at the same time saving time and financial resources for national and international partners.

Advancing gender equality is a core principle of the "One UN" in Albania and is viewed as a key cross-cutting issue throughout all of the UN programmes. The Joint Programme on Gender – which includes UNDP, UNIFEM, the UN Population Fund and UNICEF – is providing coordinated advocacy and technical support to the Government to ensure the successful implementation of a newly passed gender equality law. This law aims to end direct and indirect gender discrimination in employment, education, health and many other fields. Within this context the UN is working to

tackle gender-based violence, to improve monitoring of the status of women, to ensure women's access to social protection and to develop special measures to increase the role of women in the decision-making process.

UNDP has a key role to play in all of this. For example, UNDP is taking the lead in providing technical support for the implementation of Albania's first domestic violence law at national and local levels. This has involved the training of judges in district courts and courts of appeal on the scope and correct application of the law. In addition, over 600 police officers have been trained on the necessary procedures required when working with domestic violence cases. Through UNDP support, and in close consultation with civil society groups, the Government is establishing the first national shelter for victims of domestic violence. The Joint Programme on Gender is helping the Government to implement the country's first quota for women candidates at the national level in time for elections in 2009.

In Albania, a "Delivering As One" project is assisting Roma and Egyptian families to obtain civil registration, enabling them to access public services and exercise their legal rights.



Inside UNDP: Living up to Internal Commitments

IN 2008, UNDP had a number of internal challenges to address, from responding to the General Assembly-directed UN reform mandate to strengthening its partnerships with multilateral and bilateral institutions at a time when commitments are becoming increasingly strategic and results-oriented. In order to succeed, UNDP must continue to improve its efforts at bringing a high level of coherence, focus, accountability and transparency to all of its processes, while also keeping in mind that it is people, and not institutions, who bring about human development.

UNDP Strategic Plan 2008–2011

Throughout 2008, UNDP worked with its many

global partners to address some of the most immediate challenges presented by the food, fuel and financial crises, and will continue to play a lead role in developing strategic options for addressing the longer term implications of these crises. The Strategic Plan is playing a vital part in this, providing a clear and coherent blueprint for UNDP's development action. The Plan will continue to set UNDP's overall strategic vision and development, management and resource priorities and will include, for the first time, specific indicators and targets for development, UN coordination and management results, an innovation that will help keep the organization on track and focused in the challenging times ahead. Specifically, the Plan defines UNDP's operational activities



A credit officer from a UNCDF-supported microfinance institution collects loan repayments and advises women entrepreneurs in northern Togo on better business practices.

UNV VOLUNTEERS: PROMOTING INCLUSION THROUGH VOLUNTEERISM

Volunteerism enables people to find a voice, express their needs and become active participants in development. The United Nations Volunteers (UNV) programme contributes to peace and development through volunteerism. More than 7,700 UNV volunteers from over 150 countries were deployed worldwide in 2008. Thousands more directly contributed to development programmes through a UNV online volunteering service and UNV community volunteerism projects.

In the face of economic and other challenges, volunteerism can harness the ideas, energies and expertise of people and enable them to actively participate in the development of their own and other communities. With UNV support, the Asia Youth Volunteer Programme is sharing agricultural knowledge and entrepreneurial skills across Asia and Africa, and Liberia's Youth Corps volunteers are serving in rural schools and medical clinics to contribute to national recovery while enhancing their own employability.

UNV is helping governments and partners across the UN system to engage with poor and marginalized people and improve their access to services and opportunities. In **Lao PDR**, volunteers are supporting participatory planning and community access to government services. In **Honduras**, volunteers provide skills training and business coaching, and develop cultural and sporting events to engage youth and enhance social inclusion in order to curb the spread of violence.

Volunteerism is contributing to combating climate change on a global and a local scale. A UNV

youth volunteerism project in **Ethiopia** is helping to combat desertification, while volunteers are helping communities in fragile areas of **Cambodia** to develop sustainable livelihoods and adapt to the impacts of climate change.

Volunteerism also remains an important asset for building peace. In 2008, an average of 2,400 UNV volunteers contributed to UN peacekeeping and special political missions, supporting elections in **Nepal** and working with displaced people and refugees in **Somalia**, the **DRC** and **Sudan**, and demobilizing and reintegrating ex-combatants in **Uganda**.

In **Kenya**, an emergency volunteer scheme engaged 21 UNV volunteers and almost 500 neighbourhood volunteers to address post-election violence by building confidence and trust in communities, providing counseling and supporting basic service delivery. In the **occupied Palestinian territory**, UNV volunteers engage youth and foster social cohesion, thus sustaining a youth empowerment project begun by UNDP more than a decade earlier. UNV volunteers also responded to cyclones in **Haiti** and flooding in **Myanmar** and worked with UN partners in **Ecuador**, **Mozambique** and **Yemen** in order to tackle hunger, malnutrition and food security.

Through these activities and in partnership with UNDP and other UN organizations, UNV is expanding the reach of development programmes and engaging people to ensure their inclusion and participation in development.

around its four development focus areas – poverty reduction and achievement of the MDGs, democratic governance, crisis prevention and recovery and environment and sustainable development – and clearly differentiates between a strengthened role for UNDP in supporting UN coordination and its role in operations activities in areas where UNDP has been assigned a leading role. Most importantly, the Plan renews UNDP's commitment to ensuring that all policy advice, technical support, advocacy and cooperation with other stakeholders be aimed at one end result: concrete improvements in people's lives and in the choices and opportunities open to them.

The UNDP Accountability System

Guided by UNDP's Strategic Plan, the Accountability System, composed of an Accountability Framework and an Oversight Policy, underscores the commitment of UNDP to results and risk-based performance management, as well as the shared values and culture of accountability and transparency. As UNDP works in increasingly risky, complex and challenging environments, the need for continuous strengthening of oversight and accountability has become even more important. The Framework underscores the importance of clear elements of stakeholder and managerial accountability in every area from

SURGE: IMMEDIATE CRISIS RESPONSE

As a way to make UNDP's organizational response to crises swifter and more comprehensive, it established SURGE, an immediate crisis response plan that supports UNDP's work in early recovery and reconstruction. UNDP has assembled a team of trained and certified UNDP staff who can be deployed to support UNDP Country Offices at a moment's notice in emergency situations.

Kamakshi Yakthumba, who does procurement for UNDP Nepal, was deployed to Myanmar as a member of the SURGE Team in May 2008, following Cyclone Nargis, which left more than 80,000 dead, officially, in its wake. Another 54,000 remain missing and are presumed dead.



In 2008, I was selected to become a SURGE Adviser after being nominated by the Procurement Support Office in New York based on my experiences in the field. First I had to attend a training workshop for seven days in Amman, Jordan, with nearly 30 other UNDP staff, where I was briefed on not just the SURGE programme and how it works but also the importance of stress management in a post-crisis situation. We also received security training on hostage survival and how to deal with a convoy ambush. Most importantly, I quickly learned that when we are sent to support a Country Office in a crisis, we should never forget that we are there to be “worker bees.” Country Offices are already stretched to their limits in a crisis situation, and they need us to hit the ground running. This message helped me the most during my mission in Myanmar.

Within one week of the workshop, I was deployed to support the Myanmar Country Office in the aftermath of Cyclone Nargis, which hit the country on 2 May, 2008. Winds of up to 200 kph swept through Yangon and the Irrawaddy Delta region causing severe damage and a substantial loss to livelihoods and infrastructure for millions of people.

When I arrived at the Country Office, I was very surprised at the calm atmosphere despite the fact that the Office had just been hit by a major crisis that had affected all its staff. It took me about a

week to get to know my colleagues and to understand their procurement needs, which ranged from securing basic goods and services such as IT equipment, life jackets and tarpaulins to recruiting data collectors to conduct a survey of the massive damages. I also began training project staff on procurement policies and procedures.

Because of the devastation wrought by the cyclone, there was a serious scarcity of goods like seeds, power tillers and boats while the currency rate fluctuated so wildly that vendor quotes were valid only for one day. It was also difficult to import goods into the country due to the various restrictions imposed by the Government, and I had difficulty communicating with vendors since I didn't speak the local language. And of course, all of the goods were needed “yesterday,” so I had my work cut out for me. However, thanks to my past experience doing procurement in Nepal combined with the help I received from the Myanmar procurement team, I was able to help solve a lot of problems. One of the team's major achievements was the procurement in three days of 250 power tillers for affected farmers, an order of nearly half a million dollars.

During my two month deployment there, the project staff took us to three villages where UNDP was providing assistance. The devastation and the desperation that I witnessed there further strengthened my resolve to work harder. It made all the long hours back at the office more than worth it. I was glad that through SURGE I could assist in UNDP's early recovery work in Myanmar.

Although my stay in Myanmar was for a short time only, my goal was to share my procurement knowledge to make life easier for the Country Office in the long months ahead. I worked with the procurement team to develop a pre-qualified supplier list, reworked procurement processes to make them more user-friendly and conducted a procurement workshop for all the Country Office and project staff. At the end of my deployment, I was happy to go home to my two children but I was going to miss all the people who had helped make my assignment a success. I left with great admiration for the people of Myanmar and their resilience in the face of all difficulties.

planning and strategic direction to risk management to partnership management. For example, as part of the revamped Information Disclosure Policy key documents are posted on UNDP's public websites.

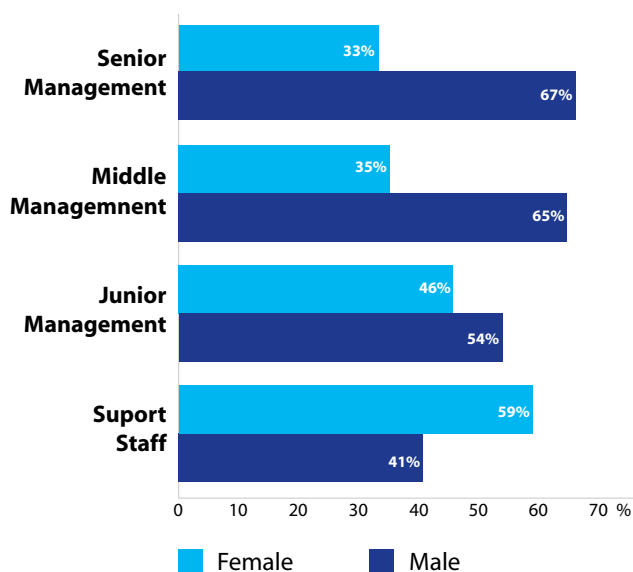
Human Resources in UNDP: A People-Centred Strategy 2008–2011

UNDP's human resource strategy takes as its point of departure a simple conviction: that human resources is about people and people are the core asset of UNDP. It directly responds to internal and external changes that impact the work environment and it addresses the human resources priorities of the Strategic Plan. In order for UNDP to clarify expectations for staff and set clear standards for performance it developed and put into practice a Competency Framework in 2008. In developing a gender action plan, renewed focus has been given to the development and retention of women. The human resources strategy also responds to issues flagged by UNDP's Global Staff Surveys and other staff consultations. The Surveys have reflected high scores in terms of staff pride for where they work and what they do although work/life balance and workplace pressure remain a key staff concern. Improvements during the Strategy period will build on advancing flexible working arrangements as well as on staff well-being initiatives like improving work/life balance and UN



UNDP's Learning Resources Centre conducted dozens of training sessions for staff in 2008.

GENDER PARITY VARIES WITH MANAGEMENT LEVEL UNDP global workforce, 2008



Source: Office of Human Resources/UNDP

Cares (the UN system-wide workplace programme on HIV and AIDS). Finally, partnerships between the Ombudsman, the Ethics Office and the staff counsellors' network are being forged, and will be aligned with the impending changes in the Administration of Justice system.

A newly-implemented Atlas Human Resources Module will increase the transparency of corporate processes and events in terms of selection, promotion and performance management as well as streamlining human resources functions like payroll, disbursement and data transactions. Additionally, in 2005, the UN High-Level Committee on Management endorsed the adoption of International Public Sector Accounting Standards (IPSAS), which are set to be adopted by UNDP. This past year has seen a budget, programme team and programme board set up and an organization impact study completed. IPSAS will improve transparency and accountability, and standardize accounting and financial reporting, permitting easier comparisons between UN organizations.

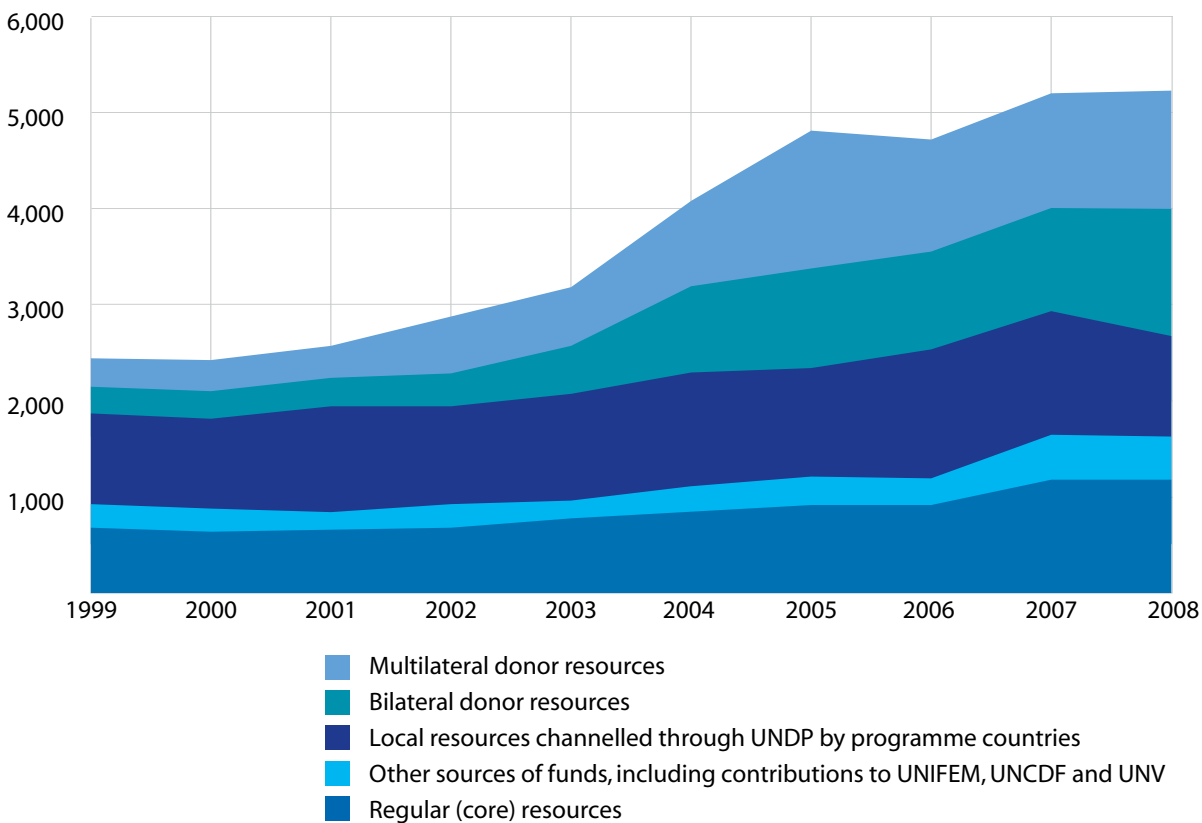
UNDP Resources

VOLUNTARY CONTRIBUTIONS to the organization's regular (core) resources reached \$1.1 billion in 2008, very close to the level of \$1.12 billion achieved in 2007 and exactly the amount projected in the Strategic Plan for the year 2008. While not all donor countries were in a position to maintain their 2008 contributions at the same level as in 2007, the targeted amount could be achieved due to volume increases in local currency terms by some donor countries, exchange rate gains and full payment of pledges made. The global economic and financial crisis, which emerged in the latter half of 2008, makes it harder than ever to project the level of voluntary contributions to regular resources in 2009. Mobilizing an adequate level of core resources remains a top priority for the organization.

Combined earmarked (non-core) contributions to UNDP in 2008 totaled \$3.7 billion, remaining at the same high level in nominal terms as in previous years and demonstrating that UNDP continues to be called upon to support governments to obtain, direct and manage different types of funding in accordance with national priorities. Earmarked contributions from bilateral donors, mostly from Organisation for Economic Cooperation and Development/ Development Assistance Committee member states, increased from \$1.1 billion in 2007 to \$1.4 billion in 2008. Earmarked contributions from multilateral partners and the European Commission reached \$1.3 billion, which represents an increase of about seven percent over 2007. Between 2006 and 2007, resources channelled through UNDP by programme country

CONTRIBUTIONS TO UNDP: 1999-2008

Preliminary as of 7 April 2009
US\$ Millions



Source: Partnerships Bureau/UNDP

governments in support of their own development priorities decreased from \$1.3 billion to almost exactly \$1 billion, reflecting the ongoing portfolio alignment called for in the Strategic Plan.

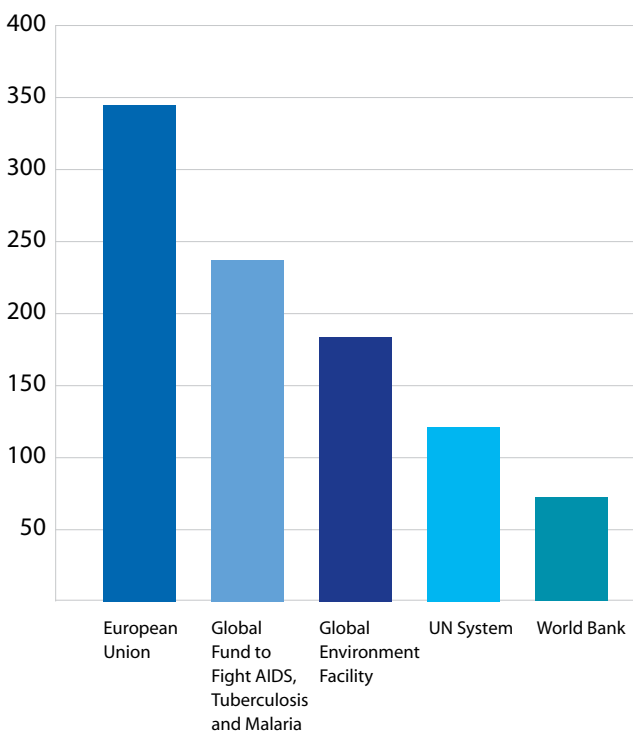
Earmarked resources represent an important complement to the regular resource base of UNDP. However, the ratio of earmarked to non-earmarked regular resources remained imbalanced also in 2008. In the current moment of great uncertainty caused by the global economic and financial crisis, a strong focus on the mobilization of core resources remains, more than ever, imperative to enable UNDP to fulfill its mandate and deliver effective capacity development support for partner countries. Development is a long-term challenge that requires strategic focus coupled with tactical flexibility and an ability to respond to both crises and opportunities. This is what UNDP aims to achieve with the help and support of its partners.

UNDP SUPPORT TO NON-BILATERAL AID DELIVERY

Top contributors to "other resources"

Preliminary as of 7 April 2009

US\$ Millions



Source: Partnerships Bureau/UNDP

GROSS INCOME RECEIVED IN 2008

Ranked by top contributors to regular resources

Preliminary as of 7 April 2009

US\$ Millions

TOP DONORS	RESOURCES	
	Regular	Other
Norway	137.6	111.4
The Netherlands	116.6	85.8
Sweden	109.6	76.4
United States	97.4	201.9
United Kingdom	96.3	188.8
Japan	73.1	193.2
Denmark	73.1	23.5
Canada	55.4	123.9
Spain	54.4	103.4
Switzerland	45.6	15.2
France	43.2	9.8
Germany	42.2	46.7
Ireland	34.0	12.0
Finland	25.7	10.3
Italy	23.6	62.2
Belgium	18.4	9.7
Australia	8.4	39.8
Austria	7.3	3.6
New Zealand	6.3	5.9
Luxembourg	4.4	20.0
Republic of Korea	4.0	5.5
Saudi Arabia	4.0	9.5
India	3.9	0.0
China	3.5	24.7
Portugal	1.8	2.3

Source: Partnerships Bureau/UNDP

ACRONYMS

- CIS** Commonwealth of Independent States
- CSOs** Civil Society Organizations
- DRC** Democratic Republic of the Congo
- FAO** Food and Agriculture Organization of the United Nations
- GDP** Gross Domestic Product
- GEF** Global Environment Facility
- IPSAS** International Public Sector Accounting Standards
- LDCs** Least Developed Countries
- MDGs** Millennium Development Goals
- ODA** Official Development Assistance
- PAPP** Programme of Assistance to the Palestinian People
- RC** Resident Coordinator
- UN REDD** United Nations Reduced Emissions from Deforestation and Forest Degradation Programme
- UNCDF** United Nations Capital Development Fund
- UN-DESA** United Nations Department of Economic and Social Affairs
- UNDP** United Nations Development Programme
- UNEP** United Nations Environment Programme
- UNHCR** United Nations High Commissioner for Refugees
- UNICEF** United Nations Children's Fund
- UNIFEM** United Nations Development Fund for Women
- UNV** United Nations Volunteers
- WFP** World Food Programme

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