This annex presents a selection of results that UNDP achieved through country, regional and global programmes as part of the implementation of the Strategic Plan (2014-2017). It is worth noting that while the results themselves occurred during the Plan period, they might capture a continuation or adaptation of prior efforts and/or their effects on work initiated during 2014-15. Moreover, in a number of cases, examples from the same country across a range of issues have been shared to provide a better sense of the reach and connections between different elements of UNDP's programme portfolio.

OUTCOME 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded

Jobs and livelihoods

Jobs and livelihoods creation are among UNDP's key interventions to eradicate extreme poverty and reduce inequalities and exclusion, with the majority of country offices contributing to reported results. In advancing this mission, UNDP continues to apply an approach that combines upstream policy support with downstream interventions targeting specific population groups such as women, female-headed households, youth and other groups that are locally relevant.

In the **Former Yugoslav Republic of Macedonia**, UNDP is working in a number of areas to address employment issues. It played a key role in the design and implementation of the National Operational Plan for Labour Market Services and Active Employment Programmes and Measures that tackle unemployment, one of the major development challenges facing the country. Targeting 35% of registered job seekers in the country (41,026), the approach was systemic in focus and had a positive impact on the labour market: approximately 12.5% of all new private sector jobs and 14% of all new businesses created in the country in 2015 were the direct result of the effort.

Also in FYR Macedonia, targeting unemployed people at risk of social exclusion, UNDP scaled up a separate pilot programme providing mentoring, coaching and training to unemployed Roma, from four to 12 municipalities in 2015, resulting in a notable increase in the number of active job seekers from this groups registered by the Employment Service, rising from 6.7% in 2014 to 22.5 % in 2015.

In addition, the Community Works Programme enabled 317 long-term and hard-to-employ job seekers to provide much needed care for over 9,000 at-risk beneficiaries, including the elderly, people living with disabilities and pre-school children in rural areas. UNDP has partnered with 42 out of 80 municipalities in tackling this dual challenge of social exclusion and unemployment at the community level.

Approximately 3.6 million highly vulnerable people (40% women) benefited from UNDP-supported jobs and livelihoods interventions in **Bangladesh**, including in areas at risk of natural disasters, through a large number of local disaster risk reduction and livelihood interventions. In urban slums, nearly 100,000 new households joined a UNDP-supported community banking scheme. An estimated 330,000 urban poor remain economically active following UNDP apprenticeship and grants. In addition, 4,450 extremely poor widows and female heads of household are employed in public assets maintenance as a result of two UNDP pilots. UNDP is also supporting government efforts to scale up these achievements.

In **Rwanda**, UNDP contributed to job-generation programmes, creating over 87,000 jobs during 2015. This included the scale-up of YouthConnekt, a platform that connects youth with government, private sector enterprises, civil society and international agencies. UNDP also contributed to job creation in the country by supporting small and medium enterprises (SMEs) and farmers, who benefited from inclusive financial

services, entrepreneurship development initiatives and an improved institutional framework for the microfinance sector. The number of accounts with both microfinance institutions and savings and credit cooperatives increased from 2,213,396 to 2,718,892 in 2015 and those owned by women grew by 40%. UNDP contributed by serving 33,851 new clients, linking 758 village savings groups to financial service providers and supporting 186,974 women to access savings facilities.

UNDP addressed both rural development and agricultural extension services in **Georgia**, resulting in a 10% income increase among farmers in Ajara (45% women). The result was further enhanced with the revitalization of the national vocational and educational training (VET) system for agriculture. UNDP's successful 'modular' approaches for 2,500 students (30% women) in VET colleges led the government to scale up the approach and modernize business-led skills matching for employment.

In **Egypt,** UNDP supported the Social Fund for Development (SFD) to create 239,938 jobs (57% for women) in SMEs. UNDP's collaboration with SFD enabled the institution to expand its operation in support of SMEs and community development. This achievement was coupled by UNDP assistance to the government to adopt Egypt's first microfinance law, which lays a stronger foundation for access to financial and non-financial services.

Social protection

UNDP has been increasingly active in assisting governments in designing and implementing inclusive social protection programmes underpinned by strong theories of change to reduce poverty in the short term and enhance human capital in the long-term. With UNDP's support, a number of countries in the Latin America and the Caribbean region implementing social protection frameworks while other countries are establishing national strategies and laws. A case in point is **Costa Rica**, where UNDP has worked with the non-contributory pension scheme of the Costa Rican Social Security Fund (CCSS), a programme that has a positive impact of up to 2.2% on extreme poverty, on the analysis of the application process and allocation or denial of benefits in different categories to identify bottlenecks and improvement options, which will contribute to the further consolidation of the pension scheme.

In **Mauritius**, the award winning Social Register of Mauritius (SRM) and the Proxy Means Test (PMT) have enabled the government to adopt effective and efficient policies targeting poverty eradication. Through capacity building in data collection and analysis and inter-ministerial collaboration, UNDP facilitated the registration of 12,000 of the poorest households in the SRM. With the new PMT assessment mechanism, this helped to identify 28,000 children from the poorest households who could benefit from free school materials. Since around 50% of the poorest households on the SRM are female-headed, the register is becoming a powerful tool for not only reaching the poorest and most vulnerable segments of society but also mitigating gender-bias against women in the most poverty-stricken areas.

UNDP has also promoted the exchange of knowledge, skills and technical knowhow through South-South cooperation. In collaboration with Rio+ Centre and the African Union (AU), UNDP organized the International Seminar for Social Protection in Africa, which engaged **12 African countries**. The seminar drew high level contributions from **Brazil**, the AU, academics and other UN agencies, and helped to broaden the concept of social protection as it applies to Africa, facilitated the exchange of experiences between Brazil and Africa, and agreed on a set of recommendations aimed at strengthening social protection in the region. These recommendations informed AU processes and an AU Executive Council Decision (Johannesburg, June 2015).

Climate change and road to COP21

In the lead-up to COP21 in Paris, UNDP played a leading role in supporting the **Intended Nationally Determined Contribution (INDC)** preparation process in 43 countries and in facilitating coordination among donors and relevant international organisations on INDC support globally. Among the 43 countries assisted by UNDP financially and/or technically[1], 42 have successfully submitted INDCs to the UNFCCC Secretariat. UNDP's support focused on the technical content of INDCs as well as on national processes for INDC preparation. Special emphasis was placed on the political process required to design solid INDCs and demonstrate political commitment; in addition to the identification of non-climate benefits associated with reducing GHG emissions; strengthening institutional and technical capacities to address climate change; the facilitation of policy integration and engagement of key stakeholders; and articulation of technology and financial resource needs.

Through the **Arab Climate Resilience Initiative (ACRI),** which aims to strengthen institutional capacity of countries in the Arab Region in addressing climate change adaptation, mitigation and negotiations, UNDP supported the League of Arab States (LAS) and the Arab Water Council (AWC) to design and launch a new Climate Risk Nexus Programme. The inter-agency partnership framework of the programme included LAS, AWC, UNDP, WFP and UNISDR, to implement the new Paris Climate Change Agreement and address the nexus of climate change, social vulnerability and crises in the Arab region. UNDP also reached a new agreement with the Islamic Development Bank and the Dubai-based Clean Energy Business Council for jointly convening a Regional Forum on Financing Sustainable Energy and to jointly help countries implement SDG 7 on energy via new grant-loan synergies and joint programming. Via ACRI, UNDP also supported development of the first projects from the region for submission to the new Green Climate Fund, with a focus on climate resilience in drought-stricken LDCs like Sudan, Somalia and Djibouti. Emergence of new energy centers of excellence were supported in the Gulf including Bahrain and Kuwait.

The ACRI has also promoted political commitment and an overall policy discourse around low carbon and climate resilient pathways including engagement in series of Road to CoP21 national roundtables. Another new cooperation agreement has led to a strategic partnership with the LAS-affiliated Regional Centre for Renewable Energy and Energy Efficiency, to design of a new regional programme on energy access for displaced communities. In addition to the production of a new Arab Future Energy Index, which is the first locally-developed Arab index dedicated to monitoring and analyzing sustainable energy competitiveness and ranking countries across the region on progress under SDG 7 on energy and SDG 13 on climate change.

Partnerships with the Green Climate Fund

In 2015, the Green Climate Fund (GCF) Board approved UNDP as the first UN agency able to access its resources for developing countries. UNDP supported proposals from the Maldives and Malawi as part of the first eight investments of the Fund. In **Maldives,** the GCF supports UNDP's successful project for uninterrupted access to safe freshwater supplies that will be scaled up in 49 islands. In **Malawi**, UNDP is partnering with the GCF and government to scale up the use of modernized climate information and early warning systems.

---

[1] 43 countries include Albania, Argentina, Armenia, Azerbaijan, Barbados, Bhutan, Bolivia, Botswana ,Colombia, Costa Rica, Cote d'Ivoire, Democratic Republic of Congo, Ecuador, Egypt, El Salvador, Ghana, Honduras, Indonesia, Iraq, Lao PDR, Lebanon, Macedonia, Morocco, Nigeria, Paraguay, Peru, Philippines, Samoa, Serbia, Sierra Leone, Solomon Islands, St. Vincent and the Grenadines, Suriname, Tanzania, Thailand, Timor Leste, Trinidad and Tobago, Tunisia, Turkmenistan, Uganda, Ukraine, Vanuatu and Yemen.

In addition, the Green Climate Fund Readiness programme initiative implemented by UNDP, UNEP and the World Resources Institute supported nine countries to strengthen capacities to plan, access, deliver and measure climate finance. For instance, UNDP assisted the **Pacific Island Countries** to access climate change financing, including over $30 million for Pacific Islands Ridge-to-Reef (R2R) National Priorities.

In the area of carbon emission management, UNDP has provided assistance to **China** to reduce over 200 million tons of CO_2 emissions and achieve the target of cutting ozone-depleting substances (ODS) in the industrial and commercial refrigeration and air-conditioning sector by phasing out 1,200 metric tons of hydro chlorofluorocarbons (HCFCs). UNDP helped launch the registration system for the national Emissions Trading Scheme, applying it to around 4,000 companies from three of the seven pilot markets, developing measurement guidelines for 10 sectors including coal, and tracking progress toward the target of 20% of public expenditure on climate change issues, by applying the Climate Public Expenditure and Institutional Review (CPEIR) methodology.

Climate Public Expenditure and Institutional Reviews (CPEIRs)

The Climate Public Expenditure and Institutional Review (CPEIR), is a methodology to review climate policy, institutions and expenditure. The CPEIR examines linkages between the three spheres of: national climate change policy; the institutional structures through which policy is channelled; and the resource allocation processes whereby public funding is made available for the implementation of relevant projects, programmes and policies. CPEIRs are being undertaken in 15 countries to assess existing budget allocations and expenditures. Led by the respective governments, with UNDP support, recommendations from these studies have led to programmes aiming to integrate climate finance in budget systems, and to strengthen accountability and responsiveness of budgets to the impacts of climate change. Such tools can be considered as laying the foundation for governments to think in a very different way about the national budgeting process and how they can identify non-traditional sources of development financing.

UNDP has provided technical support to 285 secondary steel mills in **India**, traditionally amongst the highest energy consuming and GHG emitting parts of the industrial sector. The intervention resulted in reduction of energy costs by 30%, translating into savings of about $15 million per year for the next 10 years; and a 30% reduction of greenhouse gases emissions. Steel units have, in turn, started investing in energy efficiency measures that totalled $15 Million in 2015 alone. UNDP's support for adoption of energy efficient technologies in a productive sector has been recognized as a best practice by the Government of India and talks are underway to upscale it across the country to another 1,000 units in 2016. Globally, the technical approach is being considered for adaption in other countries such as Bangladesh and Canada.

Natural resources management

UNDP assisted **Azerbaijan** to shift its environmental management approaches by providing various cost-efficient methodologies for better management of pastures, forests, biodiversity, and water resources, including flood water modelling and afforestation. UNDP's innovative approaches to link alternative livelihoods work with pasture and forest management produce dual gains: reduce dependency on natural resources and improve the livelihoods of villagers. The pasture inventory methodology developed by UNDP is cost-saving as it requires only $0.5 per ha as opposed to $100 per ha using the old methodology. The new low cost methodology is expected to enable the country to undertake a pasture inventory (last performed in 1949-1951) with modest resources, and considerably improve pasture management plans.

In **Sri Lanka**, the community forestry approach, field tested through a UNDP-supported project, has formally been adopted by the Forest Department (FD) which is one of the largest land holding agencies in

the country. Through this initiative, a progressive model has evolved, which is a win-win for poor communities living around protected areas as well as for the FD, struggling to police 1.94 million hectares of forestland. Through tenured lease of degraded land around forest reserves to poor households, the FD creates a buffer-zone of community managed woodlots. This enables communities to meet immediate food and income needs by cultivating the land with annual crops until the timber plants grow whilst preventing further encroachment into the protected reserve. The community forestry project has benefited 33,863 poor households, which include 21,102 women. Income levels have increased by 35.5% during the first three years of implementation. At maturity (25 years), the timber will be worth approximately $60,000 per household in current prices. The potential for scale-up as a forestry management approach is vast, especially in the former war-affected Provinces, and can also be expanded to marginal lands in the watersheds of the central mountains.

In **Mozambique**, UNDP contributed to the official launch of the first environmental fund in the country, the BIOFUND, which aims to support conservation of biodiversity and sustainable use of natural resources. Although officially created in 2011, it is only in 2015 that the BIOFUND met all of the conditions necessary to comply with its statutory obligations regarding sustainable financing for conservation. UNDP support to its operationalization and subsequent capitalization consisted in the provision of technical assistance to national stakeholders and financial support to enable the establishment and functioning of the BIOFUND management structure. Through contributions from donors, including GEF, the BIOFUND has now reached a level of capitalization of around $15.9 million. The medium-term objective is to generate an annual disbursement rate of $7 million, covering about 80% of the running costs of the national system of conservation areas.

The interrelation of natural resources management policies and sustainable livelihoods in the Latin America and the Caribbean region have been supported by the **Green Commodities Project,** an initiative with a portfolio of 14 projects covering 10 countries and 7 commodities. This was achieved through sharing lessons and tools on sustainable commodities such as the Monitoring Land Use Change Tied to Tenancy tool developed by Costa Rica, which is in being studied for replication in several countries, and a landmark agreement between the Dominican Government, the National Cocoa Commission and UNDP. By addressing root causes that are limiting the sustainability of key agricultural commodity sectors, and by working with private sector companies (e.g. Mondelez and IKEA), government representatives, farmers and civil society organisations; the project brings different stakeholders together, often for the first time, to devise clear public policies; legal frameworks; clarity around land-use planning; effective ways of enforcing laws; finance; and support that allows farmers to improve their production techniques.

Extractive industry

In partnership with the African, Caribbean and the Pacific Group of States and the European Union, UNDP supported capacity development activities and knowledge exchange in 40 countries and developed the **Extractives Dependency Index (EDI)**, which ranks 81 countries according to their dependence on oil, gas and minerals to drive their economies.

Extractives Dependency Index (EDI)

The EDI measures the dependence of countries on non-renewable resources for development such as oil, gas and minerals. The three indicators that make up the index are: a) the share of export earnings from extractives in total export earnings; b) the share of revenue from extractives in total fiscal revenue; and c) extractives industry value added in total value added.

Understanding the extent to which countries are dependent on natural resources and where the dependence emanates from is necessary to craft the right policy response. For instance, one of the negative outcomes of dependence on oil, gas and minerals is loss of foreign exchange and fiscal revenues when commodity prices collapse. Higher degrees of export concentration in commodities are also correlated with greater volatility in economic growth. Creating a dependable revenue base is also an important determinant of a sustainable fiscal position.

At country level, UNDP's work on extractive industry has started to yield multi-dimensional development gains. UNDP provided advisory support to the Ministry of Energy and Minerals of **Tanzania** in developing the Oil and Gas Revenue Act (2015) designed to ensure that revenues from minerals and natural resources bring socio-economic progress for Tanzanian citizens. In **Namibia**, a national initiative on the extractives industry reported the status of compliance and implementation of relevant policies and laws, including the Environmental Management Act.

UNDP's Regional Programme in the Asia and the Pacific region on extractive industries took steady steps towards achieving substantive progress through conducting a set of studies, including a study on mineral revenue decentralisation in **Mongolia**. Foundational work on legal frameworks also took place in **Indonesia**, **Papua New Guinea** and **Fiji**, working with environmental NGOs by strengthening their capacities with up-to-date knowledge on extractive industries and enhancing their role in engaging with the government and private sector.

Energy efficiency

UNDP's work on energy efficiency in **Ghana** has complemented various short and medium-term measures implemented by the government to address an ongoing energy crisis. UNDP has worked with Ghana's Energy Commission to promote energy efficiency and conservation as well as inclusion of renewable sources of energy in the energy matrix (e.g. piloting off-grid solar irrigation in the energy deficit areas in the North). With support from UNDP, an Energy Efficiency Campaign targeting ministries, departments and agencies as well as the metropolitan, municipal and district assemblies was launched in Accra and in four regional capitals to improve energy efficiency in the public sector. Through an effective enforcement of the ban on importation of used refrigerators and financial incentives provided to consumers through a rebate scheme, which was piloted and tested with UNDP support, energy efficient appliances are gradually replacing inefficient ones. Ghanaian law now requires that all new refrigerators carry official energy efficiency labels. The annual energy savings achieved are enough to power more than 11,000 households for a year. UNDP continues to support the Government of Ghana to promote the country's transition towards a green economy and a low-carbon and climate resilient society. As part of the UN's Sustainable Energy for All (SE4All) initiative, Ghana has embarked on a UNDP-supported action plan to provide universal energy access, improve energy efficiency and increase renewable energy for all Ghanaians by 2030.

In **Seychelles,** UNDP supported increased use of grid-connected photovoltaic (PV) systems, assisting the Government in meeting its 2020 target of generating 20 percent of its energy from renewable sources. To prepare for the up-scaling of PV systems in Seychelles, an education and awareness campaign on PV

technology and its potential benefits was designed and launched, under the supervision of the Ministry for Environment and Energy, targeting the general public and key decision-makers. The campaign paved the way for the launching of the PV rebate scheme, which aims to make PV systems more attractive for purchase by homeowners and small businesses. In addition to this, a net-metering tariff was also set up, such that early adopters would fully benefit from the production of their PV systems. In its first iteration, the rebate scheme provided a 35% subsidy on PV systems up to 3 kWp to successful applicants from the domestic sector, and a 15% subsidy on systems up to 15 kWp to successful applicants from the commercial sector. Launched in early 2014 by the Minister of Environment and Energy, the scheme is managed by the Development Bank of Seychelles, and has been capitalized with funds from the project and the Government. Although the project initially targeted an installed capacity of 1.3 MWp, rapid uptake from both sectors suggests that this will be significantly exceeded.

> **OUTCOME 2: Citizens' expectations for voice, development, rule of law and accountability are met by stronger systems of democratic governance**

Electoral support

In **Kyrgyzstan**, UNDP strengthened the capacity of national electoral bodies to conduct credible and peaceful parliamentary elections in 2015. UNDP's contribution included the introduction of a new voter biometric identification system and the Electoral Risk Management (ERM) tool, developed by IDEA, which was operationalized by the National Institute of Strategic Studies. The ERM tool revealed the risks of potential conflicts linked to elections and enabled authorities to undertake early warning/response activities. The parliamentary elections were marked as an important milestone in the democratic transition of the country.

Electoral Risk Management Tool [2]

The Electoral Risk Management Tool (ERM Tool) is designed for those who have either the mandate or interest to ensure that elections are peaceful and credible. Intended users are electoral management bodies, security sector agencies, civil society and other state or non-state actors. The ERM Tool aims to build users' capacity to understand electoral risk factors, collect and analyse risk data, design prevention and mitigation strategies, and record the results of actions. Three modules are integrated into a desktop application software:
- **Knowledge resources**, a digital library detailing 36 electoral risk factors which can be customized by the user.
- **Analytical instruments** that allow users to: create country and election-specific analytical models; upload data in order to generate risk maps and trend charts; and create a register of risks and actions.
- **Prevention module**, a digital library with approximately 100 action points intended to inspire users in designing strategies to prevent and mitigate electoral risks, including election-related violence, at different phases of the electoral cycle.

In **Pakistan**, citizens went to the polls in the North/KP, Punjab, Sindh and the capital city of Islamabad to elect officials to local bodies. In partnership with the Election Commission, 10 million women were reached through the voter education campaign in low turnout regions of Sindh, North/KP and Punjab by piloting an innovative GIS polling scheme which provided details of polling stations available online before the actual election. Not only did this pilot effort overcome the information gap of people not knowing the location of their polling station but also ensured that the location was within a 2 mile radius from where the

---

[2] http://www.idea.int/elections/ermtool/

voters live. This effort also helped the Election Commission determine the exact location and condition of the polling station to avoid last minute changes. This effort is expected to be replicated by the Government nationwide during the next general election.

UNDP's support to the snap elections for the National Assembly in 2015 in **Lesotho** contributed to a process that was accepted by local and international observer missions including political parties. The support targeted logistics, public education, media sensitization, communication, and observer coordination, helping to create a stable electoral environment and building confidence.   The election was an important milestone in deepening of the culture of smooth transition from one elected administration to another that is vital for the country's future development.

In 2015, UNDP supported local elections for mayors and councillors in 1,695 municipalities in **Madagascar**, one of the final steps of a Southern African Development Community (SADC)-brokered roadmap to end a prolonged crisis and consolidate the country's young democracy. As part of preparations for local and municipal elections, UNDP and the Independent National Electoral Commission for the Transition (CENI-T) organized awareness campaigns throughout the country to encourage voters to participate in the ballot. To promote the participation of women in the electoral process, UNDP targeted women as candidates and voters. As a result, women represented around 46% of voters on the electoral list. With financial contributions from Norway, Japan and SADC, the agency provided technical and logistical support to the CENI-T, helping the Commission to produce and handle sensitive materials, including ballots and sealed envelopes. The electoral programme also supported the CENI-T in updating and consolidating the electoral register. Furthermore, UNDP helped in the computerised registration of candidates while a VSAT system was reactivated for transmission of results through fast and secure data transfer. Around 800 mediators from civil society organizations were trained as well and dispatched to the most sensitive municipalities. They will remain active during the post-election period.

The Electoral Commission of **Zambia** (ECZ) was supported by UNDP to hold a successful, credible, Presidential By-Election in 2015 within a 90-day deadline. Support provided included the provision of voter education and election materials; system upgrades for Mobile Registration Kits and the Electronic Information Management System (EIMS); and testing of a results transmission system with mobile phone and satellite applications. The support provided to ECZ contributed to a reduction in rejected ballots to 1.03% in 2015 from 1.43% in 2008 and the launch of a synchronized National and Voter registration process by ECZ and the Department of National Registration, Passport and Citizenship (DNRPC) which resulted in an updated voter register with 1,235,633 updated records (618,078 women and 617,554 men); 1,500,000 new voters (752,700 women and 747,300 men); and removal of 23,783 deceased voters.

UNDP supported peaceful elections in **Guinea,** the country's second democratic presidential ballot since independence. The vote was seen as an opportunity to consolidate cohesion and accelerate development as the country worked to recover from the Ebola crisis. UNDP supported the National Independent Electoral Commission (CENI) in the organization of the vote. In total, 75,000 polling officers were trained and deployed in 14,400 polling stations and materials procured for the election included 10,000 ballot boxes and thousands of health kits to minimize the risk of contracting Ebola. UNDP dispatched experts to support CENI ahead of and during the vote. UNDP, the UN Peace-building Fund, USAID and the National Democratic Institute helped to deploy representatives from Guinea's full spectrum of political parties to polling stations, as well as 2,000 youth and women observers, to monitor the process of gathering results on Election Day. They also worked with a national NGO called the 'Coalition of Women and Girls for Dialogue, Peacebuilding and Development' to promote peace, trust and to serve as an early warning system that could help defuse tensions.

In **Central African Republic**, through a number of popular consultations ahead of the Bangui Forum, UNDP facilitated participation, and hence promoted the voices of a large part of the population in the high level political dialogue that brought an end to the transition. UNDP assisted the country to organise a successful referendum on the Constitution in December 2015 and subsequent presidential and legislative elections, which saw a high turn-out of 79% on the basis of over 1.9 million voters registered during the preparatory process.

In **Albania**, UNDP worked women's NGOs and the Women's Alliance in the Parliament in the adoption of gender quotas in local elections. As a result, political parties ran on tickets whereby they alternated male and female candidates, resulting in women claiming 35% of local councillor and 15% of mayoral positions (up from 12.2% and 4.6%, respectively). With a view to ensure the integrity of the elections and to mitigate risks posed by the new conditions of territorial amalgamation, UNDP reinforced the Central Electoral Commission's election management information systems with modules on candidate registration mapped against the new territorial map, disaggregated by sex and helped tabulate results.

Support for parliament and constitution making

In 2015, the **Myanmar** Parliament's in-house training and learning institution was opened with UNDP support focused on sharing of international experience and facilitation of consultations with the Parliamentary leadership, political leaders, and management to develop the concept and plan for the Centre. The aim of the learning centre is to increase the overall efficacy and transparency of the Parliament of Myanmar through training both for members of parliament and staff in order to provide them with the necessary knowledge and skills. The training offered through the Centre will cover a variety of areas, from parliamentary procedure to management skills. The Centre also will conduct orientation exercises for new MPs after elections. UNDP will continue to provide further assistance to build the capacity of the Parliament to develop its own learning programmes over time.

In **Sri Lanka**, UNDP provided technical assistance for drafting of the 19th Amendment to the Constitution, approved subsequently by Parliament. The amendment scaled-back executive powers; reinstated nine independent oversight commissions covering elections, delimitation, human rights, police, public service, finance, audit, national procurement, and anti-corruption; and established oversight over appointments of inter alia the higher judiciary, judicial service commission and Attorney General. Furthermore, UNDP supported the drafting of the Right to Information Bill and organized a stakeholder consultation for civil society on the draft Bill, of which a compilation of the proceedings in the form of a report informed the drafters.

UNDP has provided continued support for parliamentary development in **Serbia**. Initially, the focus of cooperation between UNDP and Parliament was related to pursuing the social inclusion and poverty reduction agenda, which resulted in the creation of a group of MPs and staff actively addressing these issues. Public hearings were first piloted at this time, as an informal mechanism, bringing the voice of civil society to Parliament. Gradually, the project centred more firmly on accountability and transparency in the work of the Parliament as an institution, with emphasis on strengthening its oversight role and its engagement with citizens.

UNDP's support to the constitution-making process in **Zambia** advanced the preparation of a draft Constitution. This support contributed to ending a long stalemate between Government and some non-state organizations leading to the release of the draft Constitution to the public and submission of comments. UNDP followed-up with a focus on the development and implementation of the Constitution Amendment Bill as well as enabling increased public participation in constitutional debates and advocacy. The

Constitutional Amendment Bill was signed into law by the President in early-2015, bringing into effect clauses such as a Constitutional Court, a Court of Appeal, a Presidential running mate system and a 50%+1 modality for Presidential elections.

Anti-corruption

UNDP, partnering with the Anti-Corruption and Civil Rights Commission (ACRC) of the **Republic of Korea** and the Government Inspectorate of **Viet Nam** organised a series of workshops to share the ACRC's Anti-Corruption Initiative Assessment (AIA) tool and experiences. These marked the first major activity of a joint UNDP-ACRC pilot project which aims to increase Vietnam's capacity, efficacy, and political will to monitor institutional measures for corruption prevention in the public sector. The project utilizes a triangular development cooperation modality involving UNDP, Korea, and Vietnam.

In **Kosovo** [3], UNDP developed an online platform to report corruption (www.kallxo.com), which strengthened citizen participation to report about corruption related problems. The success of the www.kallxo.com platform triggered an interest from the Swiss Agency for Development and Cooperation (SDC), who joined the initiative to expand their support to institutions, support to anti-corruption interventions in judiciary, health, education and energy sectors, and empowering citizens as agents of change. Approximately 5,000 cases have been reported by citizens so far, with 242 cases in 2015 submitted to rule of law and anti-corruption institutions to take action and resolve problems.

Along with strengthening the online platform to improve service delivery, mapping of corruption risks in energy sector was also conducted. The main finding of the report showed that the mines and minerals sector faced significant risks of corruption. For this purpose, during 2015, UNDP conducted a corruption risk assessment on extractive industries. The risks assessment is in line with the government strategy to implement recommendations deriving from Extractive Industries Transparency Initiative (EITI). Similarly, UNDP continues to assist the implementation of anti-corruption legislation by working with municipalities to develop and implement integrity plans. Out of 38 municipalities, three municipalities have finalized and adopted integrity plans while a further two municipalities have initiated the drafting and adoption process. Moreover, UNDP has entered into an agreement with GIZ to support introduction and implementation of integrity plans in 15 additional municipalities.

In **Thailand**, a project titled 'Advancing Anti-corruption Efforts in Thailand – A Multi-faceted Approach (AAA) Project' combined a number of initiatives including mitigating corruption risks in public procurement, youth empowerment and integrity education. UNDP and the Office of the Public Sector Development Commission jointly conducted integrity risk assessments and promoted exchanges of international best practices. This fed directly to the development of the new Public Procurement Act, endorsed by the Cabinet, that aligns the national system with international standards.

Building on its successes from 2014, UNDP continued supporting 'Refuse To Be Corrupt' youth cafés that have prompted interest from universities and students in joining the Thai Youth Anti-Corruption Network. The objective is to sustain a network of youth as well as advance integrity education. UNDP designed a national youth campaign and held university-level anti-corruption camps across the country leading to the formation of the Thai Youth Anti-Corruption Network (TYACN), reaching more than 5,000 students in over 90 universities nationwide. The campaign was the first national initiative which was completely 'bottom-up', building civic engagement and participation. The World Economic Forum7 recognised the campaign as a 'Creative For Good' best practice that presented an inspiring and effective public education

---

[3] References to Kosovo shall be understood to be in the context of UN Security Council Resolution 1244 (1999).

campaign to instil social change. In order to sustain the youth network and the 'Refuse To Be Corrupt' youth cafes, UNDP also partnered with the private sector (one of the biggest coffee chains in Thailand), which is now contributing resources to sustaining these networks.

In **Namibia**, UNDP helped strengthen the institutional capacity of the Anti-Corruption Commission of Namibia to investigate, prevent and educate the public on corruption by helping the Commission to draft a new National Anti-Corruption Strategy and Action Plan, both since adopted, through regional and national consultative processes. UNDP provided the Commission with access to its experience and expertise and assisted with a review of the United Nations Convention Against Corruption (UNCAC). Initial indications are that these efforts may be yielding an increase in the number of cases referred to the Prosecutor General by the Commission.

Human rights

In **Brazil**, UNDP continues to work with indigenous, agro-extractive communities and quilombolas living in vulnerable conditions regarding their land rights and health. An Indigenous People's Social Forum was organized in parallel with the World Indigenous Games to discuss pressing issues for indigenous people such as land titling, human rights and the role of indigenous peoples in the SDGs.

Building on recognition of human rights as a national priority in **Botswana**, UNDP's continued advocacy helped advance implementation of the Government's decision to establish a National Human Rights Institution, with a first benchmarking mission to Ghana, and the acceptance of a mission of the UN Special Rapporteur on the situation of human rights and fundamental freedoms of indigenous people.

In an area of **Myanmar** populated by ethnic minorities, UNDP successfully brought together local authorities, forestry officials and civil society organizations to build awareness of REDD+, a UN partnership to conserve and sustainably manage forests, and reduce emissions from deforestation and forest degradation. A special focus on youth has helped mobilize communities to understand basic forestry management practices and REDD+ principles as well as human rights-based approaches to development.

Civic engagement

In **Colombia,** UNDP supported the conclusion of the historic Columbia Victims Agreement reached in Havana, marking a turning point in the negotiations and establishing a comprehensive system of truth, justice, reparation and guarantees of non-repetition. The agreement has ensured participation of various social sectors and victims. UNDP supported the negotiations by offering greater operational and technical capacity to the Investment Fund for Peace, promoting the participation of victims and the adoption of transitional justice mechanisms to facilitate implementation of the agreement. UNDP also played a major role in the formulation and implementation of the Public Records Policy and Human Rights Initiative that directly influenced the Commission of Truth. Between 2013 and 2015, more than 100,000 victims had access to justice and reparation processes, with UNDP's assistance laying the groundwork for the implementation of measures of investigation and prosecution by the Special Court for Peace as well as for the adoption of a strategy to combat the crime of enforced disappearance, a central point of the Agreement.

The project 'Youth, peace and development in the Tahoua region' achieved significant results in **Niger**'s border region with Mali, stabilizing the local situation and protecting youth at risk against recruitment by criminals and radical movements, through socio-economic integration. In partnership with the High Authority of Peace Consolidation, the Commission for the Collection and Control of Illegal Weapons and the Secretariat for the Development and Security of Sahelo-Saharan areas, UNDP's contributions extended,

among other things, to strengthening the leadership and credibility of these institutions as peacebuilding mechanisms.

To fight discrimination and promote inclusive development of indigenous peoples and Afro-descendants, a policy against racism and racial discrimination was approved in **Honduras.** This policy allowed the country to comply with its international commitments under the 2001 World Conference against Racism in Durban. In addition, a Human Rights Unit has been established with UNDP support in the Ministry of Security to train public security forces on human rights issues. Furthermore, the Global Mechanism and National Committee for the Prevention of Torture and Other Cruel, Inhuman or Degrading Treatment (CONAPREV) and the Human Rights Commissioner (Ombudsman) have been equipped with a technically reliable system for tracking complaints about human rights violation.

> **OUTCOME 3: Countries have strengthened institutions to progressively deliver universal access to basic services**

Deliver improved basic services

.
In **Afghanistan**, organisational reforms in the Ministry of Interior Affairs (MOIA) were accelerated through UNDP assistance for timely salary payments to 144,000 police officers and 5,924 guards, and capacity development of the MOIA for hand-over of payroll management. The Support to Payroll Management (SPM) project focuses on developing the required capacity for MOIA to independently manage all payroll related operations and functions. In 2015, the SPM expanded national electronic fund transfer coverage to 86% and the Web-based Electronic Payroll System (WEPS) is now in place in 33 out of 34 provinces. WEPS coverage for the Afghan National Police (ANP) currently stands at 97%, and the SPM project has disbursed funds for payment of ANP salaries and incentives with no reports of payment delays or shortfalls. The SPM also commissioned a micro capacity assessment of payroll functions within the MOIA, and the assessment findings set the baselines for a payroll capacity development plan (including description of functions, organizational structure and legal basis) to support and strengthen MOIA payroll capacities going forward. Furthermore, review and analysis of more than 100 relevant policies and legal instruments related to payroll and human resources has been completed. The MOIA and donors have also endorsed the establishment of the Pay and Compensation Board, which is the mechanism for reviewing and adjusting MOIA police pay structure.

UNDP has also scaled up and contributed to improved civil, criminal and administrative justice services, and supported sector-wide coordination for the establishment of the Elimination of Violence Against Women (EVAW) Court. Sector coordination between the Police's Family Response Units, the EVAW Units of the Attorney General's Office, legal aid service providers and the court system has improved. The Justice and Human Rights in Afghanistan project built the Legal Aid Grant Facility and expanded it to 8 provinces.

In **Bangladesh**, UNDP innovations and partnerships targeted rural and underprivileged people previously excluded from access to government services by supporting the establishment of 5,340 digital service centres across the poorest rural areas, delivering 53 government services. The electronic filing systems in these centres processed 700,000 public requests; personnel training increased delivery speed by 50%; and travel distances fell from 35 km to 3 km, saving 4.5 million citizens an estimated $500 million in direct and indirect costs. In addition, a UNDP-piloted digital case management system improved justice service delivery with real-time monitoring.

In **Liberia**, UNDP focused on rebuilding the economy and strengthening the health sector. Promotion of peace and stability was also supported by de-concentration of local governance and service delivery systems. UNDP helped establish the first Service Centre in Grand Bassa County in 2015 to provide critical services such as issuance of birth and marriage certificates and drivers' licenses, the first time citizens had access to services in such proximity, helping to collect reliable statistics, enable citizens to have a legal identity and facilitating access to a broad range of rights.

In a separate but important area of service delivery, success of the UNDP Payments Programme for Ebola Response Workers in Liberia demonstrated the benefits of digital payment and the critical role that a digital ecosystem can play in fragile contexts in delivering services efficiently with increased transparency and sustainable development impact. Bolstering this result, UNDP stepped up the roll-out of national implementation, building knowledge and skills amongst government officials in planning, project implementation, monitoring and management. As a result, 80% of implementing partners now utilize and put into practice the tools and knowledge acquired from UNDP's capacity development efforts, boosting government delivery through application of improved tools and systems, and establishment of a critical mass of experts acting as national implementation champions.

HIV and related services

Resilience building is a key element of UNDP's work in countries where it acts as interim Principal Recipient of funding from the Global Fund. As a result of major implementation support for the scale-up of TB and malaria programmes, six countries have decreased the incidence of malaria by 75% and 13 countries exceeded the global target of 70% of tuberculosis case detection rate set for 2015. In 2015, **Cuba** (where UNDP has managed Global Fund HIV grants since 2003) became the first country to eliminate mother to child transmission of HIV. UNDP also managed to significantly reduce the procurement price of HIV medicines, bringing down the cost of the most common treatment to an unprecedented $100 per patient per year (**Equatorial Guinea, Haiti, Mali, South Sudan, Zambia and Zimbabwe**), saving $ 25 million that is being used to put an additional 250,000 people on life-saving HIV treatment.

In **Sudan**, UNDP supported service delivery to people infected by malaria, HIV and tuberculosis (TB) under the New Funding Model (NFM). Three new grant agreements, for Malaria, HIV, and TB were signed with the Global Fund valued at almost $121 million for 2015-2017. As a result of these interventions, approximately 1,338,098 malaria cases benefited from treatment (68% of the total), 211,780 people received counselling and testing for HIV and 20,392 cases of TB were directed to the national programme.

In **Belarus**, UNDP has contributed to significant achievements under the national TB and HIV strategies. UNDP's work in the field of HIV prevention, treatment, and support targets key affected populations and vulnerable groups. Among the most significant achievements in 2015 was the establishment of the Support Centre for People Who Inject Drugs in Minsk, which was designed to scale up prevention services for key affected populations. The Centre now provides a wide range of services for injecting drug users, such as social and psychological support, HIV prevention services, referral for legal assistance, and counselling by infectious disease specialists, gynaecologists and physiologists. Socio-economic studies and allocative efficiency analysis have shown that applying comprehensive approach to HIV prevention among people who inject drugs in Belarus, including opioid substitution therapy and increase of investment into HIV prevention among this group, yield serious socio-economic benefits linked to a reduction in crime, lower imprisonment rates, increased employment, and has the most significant impact on minimizing HIV prevalence in the country.

In **Zambia**, implementation of a capacity development plan included the adoption by the Ministry of Health of Standard Operating Procedures and guidelines; installation of and training on financial management software at different levels to increase efficiency, accountability and transparency; improvements in procurement and supply chain systems; and training of health information officers in monitoring and evaluation. As a result of these efforts, the Ministry of Health was able to revert to managing Global Fund grants in 2015.

In **Zimbabwe**, UNDP has strengthened the existing Health Information and Surveillance System (HISS) through the introduction of data capturing software, Frontline SMS, which has dramatically improved weekly disease surveillance. With UNDP support, cell phones have been distributed to health workers throughout the country, resulting in significant improvements in the complete and timely reporting of data, in turn reducing morbidity and mortality and curtailing deadly disease outbreaks. Additional UNDP-administered grants have strengthened existing service delivery in health centres through integrated health information systems, better data management and analysis for health programme monitoring and evaluation.

In **Europe and the Commonwealth of Independent States**, UNDP has provided technical assistance on sustainable financing, modelling optimized HIV investment approaches and ensuring access to affordable and quality HIV medicine, in the context of declining international funding of the HIV response in the region. At the national level, this included studies of allocative efficiencies of funds available to countries for the HIV response and elaboration of investment cases for Armenia, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Macedonia, Moldova and Ukraine. At the regional level, this included analysis on transition to domestic funding for national HIV responses (e.g. Serbia, Croatia) and providing inputs into legal and regulatory frameworks for ARV medicines and treatment. Advisory inputs on access to affordable and quality HIV medicine also informed policy-making in a number of countries (Tajikistan, Moldova, Kyrgyzstan, and Ukraine).

Rule of law

In **Pakistan**, UNDP promoted rule of law through provision of support to the justice and security sectors in Malakand, Khyber Pakhtunkhwa (KP) province, with the aim of improving and deepening on-going efforts to secure peace and stabilization. UNDP engaged with key stakeholders in KP including the judiciary, police department, local government departments, prosecutors, bar associations, jirgas, civil society organizations and partners with on-going justice initiative. Results include strengthening of the KP Judicial Academy, which built the skills of more than 2,000 judges and court staff including 137 women officials, and assisting with the establishment of the Regional Police Training Centre in Swat, with the centre imparting training to more than 1,500 (including 745 funded by UNDP) police personnel including 546 women officers. Improved engagement between community members and police at the local level was also encouraged through development of police-community consultative district police plans (6 completed, 4 in process), establishment of 18 model police stations with dedicated women's desks, and conduct of 100 community policing forums to foster trust between local law enforcement and community stakeholders.

UNDP has helped carry out **Afghanistan**'s first Rule of Law Indicator Study, to measure performance of rule of law institutions, and the Ministry of Justice's review of legislation for compliance with human rights. UNDP has worked with the legislative department (Taqnin) of the Ministry of Justice to ensure that newly drafted laws or laws under revision are in line with commitments to international human rights standards: 14 laws and 7 conventions have been analysed to-date.

Citizen security

In **Honduras**, with UNDP support, five of the country's most violent municipalities (La Ceiba, San Pedro Sula, Tegucigalpa, Choloma and Tela) have institutionalized policies to prevent violence and insecurity through the formulation and implementation of Local Plans for the prevention of violence and citizen security. Specifically, UNDP has developed local capacities for the collection and analysis of violence-related data and enabled municipalities to plan accordingly, promoted mediation and conflict resolution at the community level, contributed to violence prevention through improving community infrastructure and promoting youth socio-economic inclusion. Support has also been provided to strengthen strategic alliances between academia and the security sector for training specialists in public safety and violence prevention, and collaborate on collection, management and quality analysis of violence-related data in the country (local observatories).

The Caribbean Human Development Report on Citizen Security (2012) recommended that governments centre their respective development planning on human security. Building on its direct project implementation, advocacy and social mobilization efforts, UNDP has assisted six Organization of Eastern Caribbean States countries- **Antigua and Barbuda, Dominica, Grenada, St. Kitts and Nevis, St. Lucia, and St. Vincent and the Grenadines -** in the design of action plans involving citizen stakeholders, facilitating a shift from state-led to more people-oriented models of security.

UNDP has been strengthening capacities of national partners in **South east Europe** to address security deficits through its flagship programme South Eastern and Eastern Europe Clearinghouse, for the Control of the Small Arms and Light Weapons (SEESAC). SEESAC has been successfully advancing gender equality in security sector reforms in the sub-region under two initiatives: Support for Gender Mainstreaming in Policing that established and supported the Women Police Officers Network in south east Europe, a regional advocacy mechanism which brings together nominated high ranking women from police services, enables networking, information exchange, provides training for women police officers and actively advocates for gender equality within police services; and Strengthening of Regional Cooperation on Gender Mainstreaming in Security Sector Reform in the Western Balkans which institutionalized Ministry of Defense Gender Focal Points, advanced reforms of human resource policy to improve the recruitment and retention of women and to sensitize armed forces towards gender issues.
.

> **OUTCOME 4: Faster progress is achieved in reducing gender inequality and promoting women's empowerment**

Women's economic empowerment

As part of implementing the gender recommendations in its 2014 National Plan, and with the technical support provided by UNDP, the Cabinet in **Bhutan** endorsed a six month paid maternity leave for female civil servants. With this endorsement, there has been an extension of paid maternity leave from three to six months, along with six months flexi time. UNDP has also assisted with the establishment of gender-sensitive audits and a first Financial Resources Management Accountability Index to enable Bhutan's Royal Audit Authority to assess agencies entrusted with public resources.

Gender- based violence

In **Kenya**, UNDP supported national authorities to undertake a comprehensive audit of the legal framework and policies that address gender-based violence in the context of HIV, the findings of which informed guidelines to integrate gender-based violence in HIV programming and a plan to end adolescent AIDS. UNDP also supported high- level policy seminars with national human rights institutions on HIV, gender-based violence, human rights and police training on handling rape and sexual and gender based violence (SGBV) cases. The programme has also supported SGBV survivors amongst the refugee community from South Sudan.

UNDP continued in 2015 to promote the 'zero-tolerance' agenda of the Government of **Papua New Guinea**, including by supporting the roll-out of gender-based violence strategies in at least five provinces, which entailed enhancing coordination between civil society, faith-based organizations and the private sector and developing awareness-raising and advocacy materials. UNDP also assisted on the development of a National Gender-based Violence strategy in 2014 and strengthened institutional frameworks - Provincial Family and Sexual Violence Action Committees (FSVAC) Secretariats - in target provinces.

Gender evidence

In **Botswana,** UNDP supported the Gender Affairs Department to draft and endorse the gender and development policy providing the legislative framework for gender mainstreaming in national policies in compliance with international treaties. Additionally, UNDP built staff capacity for gender analysis and gender-sensitive programming. In **Afghanistan**, UNDP assisted the Ministry of Women's Affairs to develop an online gender management information system.

Regionally, in **the Arab States,** the Mosharaka gender project and other regional projects generated evidence on gender for use at the regional and national level, including 20 country legal profiles that are featured in an online platform, hosted by the regional partner, CAWTAR, called the Arab Development Portal. This Portal provides an infographic-based tool for review of SDG indicators from a gender perspective. It also provides sex-disaggregated data on key development topics through a database with close to 5,000 indicators from international and national statistical sources on 11 thematic topics. Similarly, the Arab Human Development Report provides sex disaggregated data and the upcoming report on youth has specific gender-related analysis. The same applies for the Arab Knowledge Portal and Index that feature sex disaggregated data on relevant indicators hosted on the platform. Moreover, UNDP has initiated and supported networks that are critical for south-south exchange and collaboration, both at the civil society and government levels, to share experiences and build knowledge and skills. Some examples include the Women Peace and Security Network (through Karama- a regional civil society group, Arab Women's Organization and League of Arab States), Women Judges Network, and the Constitution Network. Each network builds capacity through training and includes substantive and technical support to key partners.

Outcome 5: Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change

In **Bosnia and Herzegovina (BiH)**, since the beginning of the crisis triggered by flooding in 2014, UNDP, partnering with the European Union (EU) and the World Bank, has provided technical support to the authorities to undertake a Recovery Needs Assessment. Together with the EU, BiH governments at all levels, other UN agencies and donors, the largest floods recovery programme in the history of the country was implemented, affecting more than half a million people (40 % women). By offering fast and efficient assistance, and leveraging close to $72 million from both donors and governments, UNDP helped accelerate recovery and a return to socio-economic development.

In **Rwanda**, UNDP built national and local capacities for disaster risk management to better address disaster and climate threats. The Risk Atlas Project led by the Ministry of Disaster Management and Refugee Affairs, and supported by UNDP, created a disaster risk profile for Rwanda, through a comprehensive assessment of existing risks at the national and local level, collecting baseline data and information on topics such as demography, land cover, climate and facilities, all of which is expected to generate a clear picture of vulnerabilities across the landlocked country. Launched in April 2015, The Disaster Risk Atlas provides important recommendations for improving Rwanda's disaster risk management, and builds disaster risk reduction capacities by using a 'learning by doing' approach that ensures participants acquire valuable knowledge and skills that can be put to use long after the project's completion. The assessment covers all 30 districts in Rwanda, allowing authorities in each district to benefit from training and capacity building on risk assessment and mapping. The project has a strong South-South cooperation component. It engages regional institutions – such as the Volcanic Observatory of Goma (Democratic Republic of the Congo), the Regional Centre for Mapping of Resources for Development (Kenya) and the Nile Basin Initiative/Nile Equatorial Subsidiary Action Programme - to exchange data, tools, and methodologies. Rwandan officials plan to use the project's findings to inform national and district policy planning, as well as identify climate-vulnerable livelihoods, hazard-prone areas and negative changes in ecosystems.

UNDP supported **St. Vincent and the Grenadines**, **Dominica** and **Grenada**, in reducing the vulnerability of communities facing multiple natural hazards risks through the implementation of a Common Alert Protocol (CAP) Early Warning Systems (EWS). With the support of UNDP, Saint Lucia and Barbados have started the process of developing CAP based EWS system. Over fifty practitioners in Barbados, St. Vincent and the Grenadines, Antigua and Barbuda and Saint Lucia have been trained on post-disaster needs assessment methodologies as well to prepare for and strengthen national responses to disasters. Furthermore, UNDP supported Dominica following the aftermath of Tropical Storm Erika through the development of a comprehensive Resettlement Strategy.

Resilience-based development interventions in the West Bank, including East Jerusalem, through the **Programme of Assistance to the Palestinian People** are working to enhance the competitiveness of Palestinian products and services with a focus on agricultural development, land reclamation and rehabilitation interventions. More than 10,000 Palestinians benefited from different income generating and employment creation programmes; around 3,670 women through entrepreneurial programmes, business incubators and accelerators. The education, road and electricity infrastructure works implemented by UNDP in those areas inaccessible to the Palestine National Authority have improved the lives of 75,000 Palestinians, providing indirect support to greater economic opportunities in addition to enabling 3,000 students to access rehabilitated school units and facilities in a number of Area C communities as well as East Jerusalem.

In 2015, a **Global Centre for Disaster Statistics (GCDS)** was launched, in partnership with Tohoku University International Research Institute of Disaster Science (IRIDeS). The Centre aims to help countries identify baselines and track progress in disaster risk reduction, using evidence and scientific analysis to support the integration of disaster risk reduction information into development planning; and supporting accountability by generating user-friendly data that countries and people can use to monitor and report on progress. The first meeting of the GCDS, in Sendai, showcased capacities to act on disaster loss and damage data that can contribute substantially to reporting against the Sendai Framework and SDGs.

Disaster and climate risk management

UNDP and the United Nations Office for Disaster Risk Reduction (UNISDR) co-organized a south-south Leadership Development Forum on climate change and disaster risk reduction (DRR) in Maputo. The initiative, entitled MADRiD, or **Mainstreaming Adaptation and Disaster Reduction into Development**, brought together government representatives and technical experts, and research and training institutes from Southern African countries, including Kenya, Malawi, Mozambique, South Africa and Zimbabwe. MADRID is a multi-year initiative aimed at increasing high-level political commitment to integrating disaster risk reduction and climate change adaptation into economic and social planning processes. The Maputo session was the 5th Leadership Development Forum and was specifically focused on sub-regional leadership development in southern Africa. Outcomes of the forum included increased political commitment, better access to and sharing of technical resources, and greater cooperation and exchange amongst countries.

Against the background of the preparation of the global framework to fund sustainable development, the AU and UNDP jointly agreed to conduct a study on Disaster Risk Reduction Investment in Africa. UNDP also developed a methodology to conduct a survey in 8 countries on how to **integrate DRR into investment decisions**. The methodology was tested in Rwanda through a thorough review of the planning and budgeting process at national and local levels; this initiative will be extended to 7 other pilot countries. In Rwanda as well, through UNDP's technical and financial support to the Ministry of Natural Resources, the Ministry of Disaster Management and Refugee Affairs and the Rwanda Environment Management Authority assisted the country to obtain its Green Climate Fund (GCF) accreditation. This will enable Rwanda to implement its national green growth strategy and will bring it closer to securing substantial GCF funding, building on its Green Growth and Climate-Resilient Strategy.

With support from DFID and SIDA, UNDP supported six countries in Asia and the Pacific through the Governance of Climate Finance Regional (GCCF) Programme focusing on establishing a regional platform for promoting innovations and sharing experiences on the governance of climate change. Notable achievements were reported in **Bangladesh,** where the Climate Change Financing Framework (CCFF) now guides an on-going reform programme within the Ministry of Finance, with the government using 6-7% of its annual budget for climate change-related actions.

In **Thailand**, the climate change benefits analysis (CCBA) guidelines and processes will be proposed for approval by the National Climate Change Commission to become operational during the annual planning and budgeting cycles. In response to a growing demand for climate finance tracking as part of budget systems, a knowledge product has been developed on Climate Change Budget Tagging showcasing best practices from other countries.

Climate Change Financing Frameworks (CCFFs)

The **Climate Change Financing Framework (CCFF)** is an approach that broadly engages all relevant stakeholders toward the mobilization, management, and targeting of climate change finance. CCFFs identify climate change activities in a manner that is robust, nationally-determined and agreed by concerned stakeholders. The CCFF approach costs activities and measure available resources in addition to the identification of entry points to bring public sources of climate change relevant finance (domestic and international) into the national appraisal and prioritisation of the budget. It also ensures accountability on the use of climate change related finance, both domestically vis-à-vis the national public and beneficiaries, particularly for the poor and vulnerable.

Gender-responsive disaster and climate risk management

In **Mozambique,** UNDP coordinated partners' advocacy on environment, climate change and resilience, encouraging inclusion of these issues as one of 5 priorities in the Government's 5 Year Plan approved in 2015. Furthermore, with the support of UNDP and UN Women, the National Disaster Management Institute drafted a Gender and DRR strategy to address gender concerns in DRR interventions. In addition to the above and reinforced by UNDP and UN Women's advocacy efforts, 30% of the sectors represented in the 2015 National Contingency Plan for the rainy and cyclone season 2014-2015 included specific responses to the needs of women, girls, men, and boys. It is worth mentioning that this annual plan covers various scenarios for the rainy season, based on the forecasts from the Southern African Regional Climate Outlook Forum.

Natural hazard preparedness

In **Kenya**, in addition to strengthened policies, legal frameworks and financing for DRR operations, UNDP supported the establishment of new coordination structures, such as the National Platform for Disaster Risk Reduction and the Consultative Platform to Counter Violent Extremism (CVE). With UNDP's support, the government developed the national El-Nino preparedness and response plan, set aside USD 50 million for its implementation, and established a national conflict early warning and early response system, enabling real time reporting and sharing of information for quicker response. As a result, 75% of the target county governments now mainstream DRR and peacebuilding into their development plans and sector strategies, and 40% of counties budgetary allocations in 2015.

In the **Philippines**, UNDP continued to support national efforts to build community resilience in the context of vulnerability to natural hazards and climate change. A major addition to the existing national DRR–Climate Change Adaptation toolkit is the Climate/Disaster Risk Assessment Manual, which provides a simple guide for Local Government Units (LGUs) to undertake sectoral disaster/climate risk assessment for agriculture and fisheries, health, infrastructure and water sectors. These tools are expected to be widely applied to more LGUs to help produce land use and development plans that are adaptive to the effects of climate change, and enable risk based planning using data such as climate adjusted multi-hazard maps and the self-constructed exposure databases.

A major showcase for improved local competencies on DRR-climate change adaptation, is the Metro Manila imitative. UNDP piloted the Climate Exposure Database System for socio-economic profiling and risk assessment, and supported the launch of the comprehensive *Valley Fault System Atlas for the Greater Metro Manila Area* composed of 739 multi-hazard maps of its 17 LGUs and 4 surrounding provinces which share risks with the metropolis, but are also potential support areas in cases of emergencies and disasters. The Integrated Metro Manila Contingency Plan, the first of its kind in the country, was tested through a Metro Manila wide Shake Drill. Two Nationwide Simultaneous Earthquake Drills have also been held,

raising awareness on the importance of a common and collective understanding of risks and harmonized, systematic action in cases of disasters. UNDP also has worked with local governments to resettle vulnerable communities from identified danger zones and enhance capacities: Model Community Evacuation Centres and resettlement housing units were established and enabled to withstand Category 5 typhoons and other hazards.

In **Viet Nam**, UNDP assisted the government to craft two key circulars about Community-Based Disaster Risk Management (CBDRM) and the collection of disaster damage and lost data, both of which further support the implementation of the new Law on Disaster Prevention and Control. UNDP's interventions in rolling out the Law and deepening the technical and operational capacity of the Central and Local Committees on floods and storm controls, risk mapping and implementation of the CBDRM programme have contributed to a positive trend-line in limiting damage, evident in a gradual reduction in loss of lives and property.

In **Georgia**, where UNDP and the Adaptation Fund assist the Government to introduce climate resilient economic practices and adaptation measures in most vulnerable regions of the country, the June 2015 disaster in Tbilisi once again showed the importance of well functional disaster risk reduction and early warning systems. The flooding in Tbilisi triggered the interest of decision-makers in strengthening systems and revealed an urgent need for better understanding of risks. UNDP responded quickly by carrying out post-disaster needs assessment, and assisted authorities not only in the elaboration of a recovery framework but also the implementation of priority actions, such as assessment of river basins in Tbilisi city. Moreover, in November 2015, UNDP partnered with the Georgian Ministry of Environment and Natural Resources Protection, and organized international conference to provide an overview and practical case studies on early warning systems and to further raise awareness of national stakeholders on best international practices, as a crucial element for reducing disaster risks.

Also in Georgia, UNDP maintained its advocacy efforts and technical support for the development of policies to promote resilience to floods and flash floods, introduce innovative flood risk management practices, and develop flood forecasting and early warning system for Rioni river basin to improve preparedness capacities and adaptation of local communities to recurrent climate-induced disaster events. Results achieved so far include a series of field research and desk studies to provide the complete and credible information about the hydro-meteorological and geological threats in the Rioni Basin, assessing risks and vulnerabilities of local communities and introducing innovative options for flood risk management and adaptation to a changing climate. UNDP supported stabilization and restoration of river banks according to the best international practice through bio-engineering options (agroforestry) on eroded land and construction of flood defence structures on the 9 most vulnerable sites protecting residents in the Rioni basin. Flood plain zoning, carried out with the support of UNDP, was an important input for development planning on the basin and elaborating a weather index-based insurance scheme to demonstrate sustainable practices for risk transfers and making local people more resilient to floods.

In **Niger**, good progress was reported as the early-warning system in Niamey became fully operational and was used successfully during the 2015 rainy season, allowing a considerable reduction in the number of people affected by flooding of the Niger River (1,083 in 2015 against 32,478 persons in 2013). The strengthening of local early warning structures also allowed a deeper analysis of vulnerability at the community level. In addition, **Niger** almost doubled the size of the population covered by contingency plans and saw a reduction of the population at risk. Support on access to energy, land rehabilitation, adaptation to climate change and disaster prevention translated into improved resilience and food security. For example, the dissemination of drought resistant-seeds enabled 38,000 farmers to improve their agricultural productivity by a factor of 2 or 3 in the intervention areas.

In **Uzbekistan**, a series of initiatives enhanced national capacities to prepare for and respond to natural disasters, such as the state-of-the-art Earthquake Simulation Centre in the capital, set to help thousands of people better understand the nature of earthquakes. The first of its kind in Central Asia, the Centre will host training programmes for officials and the public on quake proof construction, structural refitting and what to do when quakes hit. The innovative Natural Hazard Monitoring System in the Kamchik Pass - which is the main transport and passenger route from the capital to three densely populated regions in Fergana Valley with 10 – 15 thousand vehicles running through the main highway every day - allows for better monitoring of hazards and emergency assistance for vulnerable populations living in natural disaster prone areas around the Pass; a mobile phone application for raising awareness of disaster risks adds to the level of preparedness. Experts have also been supplied with modern equipment for conducting seismic assessment and micro-zoning of major cities across Uzbekistan and large infrastructure investment projects. In addition, rescue teams have been provided with modern rescue equipment, including a prototype of a rescue vehicle which is expected to be supplied to all rescue units across the country.

> **OUTCOME 6: Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings**

Crisis response

UNDP has made progress in advancing a resilience-based development approach within the international response to the ongoing crisis in Syria, which aims to support people, communities and local institutions to cope with the adverse impacts of the crisis, and to retain or recover, wherever possible, the basic qualities of life which are essential for human dignity. The high level **Resilience Development Forum**, convened by UNDP and hosted by the Government of Jordan in November 2015, brought together key humanitarian and development stakeholders - including UN agencies, international financial institutions, donors, representatives of international and national non-governmental organizations, and the private sector alongside senior representatives of Governments in the immediate sub-region affected by the Syria crisis - to collectively consider a new vision of the response to the protracted crisis, now well into its fifth year. UNDP highlighted the need for longer-term crisis response that strengthens service delivery systems and empowers refugees and host communities impacted from the crisis, and calls for resilience to be an integral part of the support provided both to Syrians inside Syria and in neighbouring countries, but also to communities and countries hosting Syrians.

In 2014 and 2015, UNDP in **Syria** contributed to improving the lives of 4.5 million people (direct and indirect beneficiaries) in all governorates through targeted early recovery and livelihoods restoration efforts in partnership with more than 150 local actors including NGOs, CBOs and FBOs. This was achieved through the rehabilitation of community infrastructure and restoration of basic services using labour-intensive approach, where a total of 44,000 emergency employment opportunities were created for internally displaced persons (IDPs) and their host community members working on solid waste and debris management and quick repairs in affected Syrian governorates. UNDP has also facilitated the revival of at least 1,514 business through productive assets replacement, start-up grants, vocational training, job placements, value-chain development and market restoration. UNDP assistance aimed at both reducing dependency and encouraging Syrians to remain in the country and avoid life threatening migration routes. UNDP's focus on vulnerable groups provided female-headed households with opportunities to generate their own income and preserve their dignity, and the comprehensive programme targeting people with disabilities created opportunities for them to reintegrate in society as productive individuals, while staying focused on building local capacities to enhance and sustain services.

In **Lebanon**, UNDP assisted the government in coping with the impact of the Syrian crisis on the country's social, economic and environment sectors while continuing its regular developmental role. UNDP played a central role in shaping a new approach to the spill over of the Syrian crisis in Lebanon: the Lebanon Crisis Response Plan (amounting to $2.48 billion), launched at the end of 2015, including a vigorous stabilization component (40 percent of the budget). The coordination body for this plan identifies UNDP as the lead agency for stabilization, under the umbrella of the government and the Humanitarian Coordinator, given that the institutionalization of the Mapping of Risks and Resources (MRR) assessment for municipalities was a major achievement in 2015.

UNDP and UNHCR have also worked closely with the Ministry of Interior and Municipalities to build the capacities of municipal police nation-wide as first responders on the ground to conflicts between Syrians and host communities. Another part of the portfolio, the Lebanon Host Communities Support Project (LHSP), implemented with the Ministry of Social Affairs, has focused on enhancing stability and promoting development as part of the national strategy to respond to the crisis. So far, around one million Lebanese have benefitted directly from the programme in addition to 332,000 Syrian refugees. The rehabilitation of community infrastructure benefitted more than 86,000 host community members and almost 50,000 Syrians. More than 20,000 community members and the same number of Syrians benefited from improved access to energy.

In **Turkey**, UNDP applies a resilience-based approach that enables the highly impacted Turkish municipalities to deliver local public services to both refugee and impacted Turkish host communities. In 2014, UNDP and UNHCR signed a partnership to strengthen the resilience of Turkish communities living close to the border and most affected by the influx of refugees. This covered support to municipal services and basic needs as well as the creation of jobs and livelihoods in the local economy. For example, an organic olive oil processing, packaging and storage facility was established in Kilis, which resulted in better practices for higher productivity of the olive production sector, hence larger incomes. About 2,000 people earn their livelihoods through this facility with an increasing number of workers planned to be Syrians. With EU and USPRM funding, UNDP is now working on expanding this initiative to improve livelihoods and capacities in waste management in Gaziantep, Sanliurfa and Kilis in the south-eastern border region of Turkey. Together with national and local partners, UNDP has introduced waste separation programs in six refugee camps and strengthened waste management capacities in urban settings. In addition, UNDP has pioneered support to livelihoods, by facilitating training that includes vocational, employability, life-skills and entrepreneurship development. The objective is to maximize employment opportunities for adolescents, youth and adults from both Turkish and refugee communities. Achievements to-date include setting up of vocational training capacities in industry and service sectors in Gaziantep. Another notable result is the setting-up of three waste transfer stations which significantly reduced the waste management challenge faced by municipalities in the region.

In **Jordan**, the Government has modified its response from a mainly refugee response to a comprehensive resilience-based framework that bridges the divide between short-term refugee and longer-term developmental responses. UNDP has worked directly on coordination across thematic areas for integration of a coherent resilience response. A Comprehensive Vulnerability Assessment suggested that the potential for social tensions to increase, as the increasingly difficult situation of Syrian refugees and host communities were being exacerbated by temporary solutions. The Jordan Response Plan 2016–18 (JRP, 2016-18), thus, integrates refugee and resilience responses into one single plan for each sector and places resilience of national systems and institutions at the core of the response. The government-led three-year plan ensures that critical humanitarian measures and medium-term interventions are better integrated, sequenced and complementary, a major part of the national response being dedicated to youth economic

empowerment. UNDP's programme to support host communities in Jordan included support for micro-business start-ups and job creation. A Value-Chain Analysis for livelihoods and job creation in Municipal Solid Waste Management (MSWM) was completed in municipalities affected by the Syria crisis, and the findings were used to develop a 'Waste to Livelihoods Initiative' proposal to enhance livelihoods and service delivery. In addition, the government's commitment to realizing the principles of national ownership is also reflected through the establishment of the Jordan Response Platform to Syria Crisis (JRPSC), and the Jordan Response Information Management System for the Syria Crisis (JORISS), a nationally developed aid information and project tracking system on which aid coordination will continue to be based, in line with Busan principles of effective development cooperation.

In **Vanuatu,** UNDP partnered with the Government to lead the early recovery assessment after Typhoon Pam that helped restore incomes through emergency work for 129 vulnerable communities (43% women); to 608 coffee farmers in Tanna to clear damaged trees over 80 hectares of plantations; and to 1,145 women engaged in pandanus weaving, helping their families to reconstruct their lives after the disaster. Beyond immediate aid, the priority of the Government, UNDP and other development partners was to 'build back better,' incorporating greater community and infrastructure resilience in all elements of reconstruction.

UNDP mobilized country and global know-how to provide adequate support to women in the floods-recovery process in **Bosnia and Herzegovina**. In the restoration of homes, priority was given to single-mothers and out of 4,655 reconstructed homes 190 were female-headed households. The gender sensitive selection criteria ensured that private companies employing 30 - 60 % of women were granted maximum scores, while cash for work programs had 30 % female beneficiaries. This approach is beginning to affect other parts of the portfolio. For example, the new Strengthening the Role of Local Communities Project has developed a gender mainstreaming strategy that seeks to i) ensure participation and representation of women in the decision-making and political life; ii) make equal use of benefits and access to public services and infrastructure by both men and women; iii) contribute to women's empowerment and employability; and iv) apply gender-sensitive legislation.

After the heavy rains hit **Serbia** in May 2014, causing large scale flooding, UNDP played a major role in preparing the Post Disaster Needs Assessment and starting the recovery process. UNDP assistance helped clear debris from 50 sites, unclog water and sewerage systems in 27 affected municipalities and 'build back better' and more energy-efficient houses. UNDP also enabled the construction of 21 torrential barrier dams on priority water flows. It is estimated that around 860,286 people (426,573 women and 433,713 men) indirectly benefited from UNDP's interventions, 1,500 of whom received direct support to improve livelihoods and 720 for job opportunities. It is noteworthy that UNDP was the first organization to promote participation of women in DRR activities: 90 women from 12 municipalities became members of the Mountain Rescue Service of Serbia, designed to provide rescue services during emergency situations.

These experiences and the associated access to policy- and decision-making processes made it possible for UNDP to advocate for and influence policy changes, specifically a new national DRR law as well as the drafting of policy documents, such as the National Plan of Action to implement the National Disaster Risk Management Programme. The draft law is aligned with the Sendai DRR Framework and the National Action Plan is the first-ever DRR prevention oriented, cross-sectoral document in Serbia.

The Programme of Assistance to the Palestinian People continues to build on its recovery work in the Gaza Strip. Based on the damage assessment undertaken in the first quarter of 2015, UNDP produced the data needed for the preparation of the UN-World Bank-EU supported Detailed Needs Assessment (DNA), including a set of midterm reconstruction targets currently shaping donor engagement. In addition, 80% of accumulated rubble was removed in Gaza, enabling reconstruction efforts to take place; 22,180 families

benefited from the programme; around 144,871 employment days were generated; 3,794 internally displaced non-refugee families received cash assistance and reintegration packages; and 1,215 partially damaged houses hosting 7,290 Palestinians were rehabilitated.

Ebola epidemic

In November 2014, the Secretary-General tasked UNDP to be the lead for the UN on collaboration with partners on an **Ebola Recovery Assessment**. A coalition was mobilized bringing together UN agencies, the African Development Bank, the European Union, and the World Bank. It liaised closely with the three governments, the Mano River Union, and ECOWAS. The outcomes of the Ebola Recovery Assessment were designed to feed into national recovery strategies.

To combat the Ebola outbreak in **Liberia, Guinea, and Sierra Leone**, UNDP provided hazard payments to Ebola response workers (nurses, doctors, contact tracers, ambulance drivers) with over 97% of registered Ebola workers linked to payment mechanisms and 90% of registered Ebola workers paid on time, contributing to service provision, case tracing and safe burials. By 2015, UNDP supported governments to pay nearly 20,000 response workers in all three countries.

In **Liberia**, at the request of the CCM and Ministry of Health, and in coordination with the Global Fund, UNDP has supported the reprogramming of HIV and the TB grants. A 6-month extension to the HIV grant was prepared and submitted to the Global Fund on 30 January 2015, with an overall budget of $10.5 million. EVD-related activities were introduced, such as funds for training of health workers and community service providers to restore the quality of both PMTCT and ART services, refresher trainings to address staff turnover due to EVD, and to trace and re-enrol all patients that were lost to follow up. A $ 2.8 million extension has since been prepared. While the budget addresses priorities for the restoration of health services, it also includes programmatic activities not implemented in 2014-15 due to the epidemic. During the extension period, the programme will decentralize services and make adjustments to ensure continuation of treatment and activities to strengthen community TB care.

In **Sierra Leone,** after an exploratory mission in December 2014, UNDP provided support to the Principal Recipient for HIV, the National Aids Secretariat (NAS), to reprogramme the HIV grant (11- 21 March). The mission also focused on programmatic, health systems strengthening and procurement and supply chain aspects (PSM). The UNDP team proposed changes in the programme to take into account the impact of the EVD. The changes were discussed and validated during a CCM and PR meeting at the end of the mission. Subsequently, NAS received inputs from various in-country technical partners on the reprogramming exercise. In March 2015, UNDP sent another mission to assist NAS with the costing of the HIV grant reprograming. A PSM situation analysis was performed and recommendations were made to strengthen the supply chain of HIV/AIDS health products.

UNDP and the International Federation of Red Cross and Red Crescent Societies (IFRC) have also kick-started a 12-month project to reintegrate volunteer workers who have been on the front line fighting the Ebola epidemic in Sierra Leone. The project will receive $1.9 million initially to help 800 first responders with vocational training and reintegrating them back into their communities. Many of these responders had previously worked in the Safe and Dignified Burial Teams that were instrumental in halting the spread of Ebola but have since faced stigmatisation and endured huge psychological stress. Reintegrating volunteers may signal the end stages of the epidemic but shows a joint commitment to continue working with communities that have been most affected. There are still more than 2,300 active volunteers working in dangerous conditions to prevent the spread of the disease, many hailing from different backgrounds and regions in the country. As the Ebola response winds down and hazard pay draws to a close, many of them

will be left without a job. Furthermore, those of school age will find difficulties returning to normal life after their experiences with the epidemic.

> **OUTCOME 7: Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles**

Global consensus on Agenda 2030

In 2014 and 2015, UNDP established two crowdsourcing platforms - **'My World Survey' and 'The World We Want' –** that provided bottom-up inputs to the intergovernmental negotiations, facilitated participation and provided powerful visualizations for policy advocacy based on live-data evidence. A total of 9.7 million people were able to express their views and more than 1,000 partners were mobilized in 194 countries.

Transition to the Sustainable Development Goals

In 2015, UNDP started groundwork to support countries' transition from the MDGs to the SDGs. As UNDG Chair and custodian of the Resident Coordinator system, UNDP was an early and active supporter of efforts within the UN Development Group (UNDG) to formulate a coordinated approach to support Member States in SDGs implementation. Known as MAPS -- Mainstreaming, Acceleration, and Policy Support – this approach has been endorsed by the UNDG as a whole as its framework for support to programme countries. It focuses on helping: Mainstream the SDGs, that is, land the Agenda at the country level; Accelerate progress, through investments to identify and remove critical bottlenecks to progress; and provide Policy Support from across the UN in a coherent and cost-effective way. Upon adoption of the 2030 Agenda, the UNDG issued a 'Mainstreaming Reference Guide' to UN Country Teams. UNDP led the inter-agency effort to develop this guide and coordinated inputs from UNDP and partners across the UN system.

Nigeria, with support from UNDP, has put in place a new framework to support the implementation of the SDGs, including a 'MDGs to SDGs Transitioning Strategy' as well as SDG data mapping at federal and state levels. The objectives of the strategy are to codify key lessons gained during the implementation of the MDGs, identify interventions that have worked well and might be fit-for-purpose for the SDGs, and develop additional strategic options that will best support the transition to the SDGs. In **Lao PDR**, UNDP contributed to the finalization of the 8th National Socio-Economic Development Plan (NSEDP), including the design of an SDGs-based monitoring and evaluation framework. In coordination with other UN agencies, UNDP supported the Government of **Tanzania** in the formulation of the framework for the Second Five Year Development Plan in Mainland Tanzania and the successor strategy to MKUZA II (Strategy for Growth and Poverty Reduction) in Zanzibar, which emphasize industrialization and economic structural transformation for human development. The UN/UNDP engagement has helped mainstream the SDGs in these successor development frameworks. UNDP in collaboration with the Economic and Social Research Foundation also conducted gap analysis of the data needed to monitor the SDGs. In the same vein, assistance was provided to **Uganda** to mainstream the SDGs into its Second National Development Plan (NDPII). With support from UNDP and UN sister agencies, the NDPII is aligned to 76% of SDG targets with complete integration of the Goals.

Statistics for the SDGs

In **Mexico**, UNDP collaborated with the government on the preparation of its 2015 MDGs Report and the launch of the 2030 Agenda in the country, which highlighted the importance of social inclusion. UNDP also provided technical support for the design of social inclusion indicators and facilitated the creation of a platform that visualizes social inclusion data at state and municipal levels.

UNDP worked with the Government of **Paraguay** on the development of its 2015 MDGs Report, including an analysis of the quality of indicators and data using the Employment and Decent Work framework as a proxy. The report aimed at generating data for public policies, and it is worth noting that the 2015 government budget drew from the priorities identified in the document. The budget included important investments in the water and sanitation sector and contained a sharp increase in funds allocated to reduce undernourishment in Paraguay (a more than 30% increase from previous year).

In **Ghana**, the 2014 Ghana Demographic and Health Survey (GDHS), supported by UNDP, as well as the comprehensive 2015 MDGs Report produced by the National Development Planning Commission (NDPC) with UNDP, provide extensive gender disaggregated data critical for promoting gender-aware development policy and decision-making. Sex-disaggregated data and perspectives were also identified as part of research on Community Development Agreements (CDA) with mining communities, revealing that gender and women's empowerment have hardly featured in any of the CDAs to-date.

MDGs Acceleration Framework

To 'close the unfinished business' of the MDGs, 53 countries have implemented the MDGs Acceleration Framework (MAF) Action Plans with UNDP support. Although **Viet Nam** has made considerable progress in achieving the MDGs, there still exist disparities between ethnic minority groups and the Kinh majority or between ethnic minority areas and plains and urban areas. The Viet Nam MDG Action Plan for Ethnic Minorities identified bottlenecks, prioritized actions, set targets, matched resources, and supported community-based feedback mechanisms to increase the efficient use of resources in support of ethnic minorities.

Global development financing

UNDP has helped emerging donors enhance their aid management capacities through consolidated on-demand support. This has included a signature regional capacity building series for new donors, which resulted in knowledge and expertise sharing tools in the **Czech Republic** (Expert on Demand) and **Romania** (Mobility Fund), thus, improving visibility and reach of these countries' ODA. In **Kazakhstan**, support to KAZAID resulted in the adoption of legislation, along with crucial administrative arrangements and training that allowed the agency to start operations.

In **Bangladesh**, UNDP supported the first Development Finance Assessment (DFA) to help the country strengthen the impact of development cooperation. The DFA included a comprehensive mapping of past, current and future sources of development finance, covering all development finance flows, private and public as well as external and domestic. Based on the DFA recommendations, the Government of Bangladesh has reformed the institutional set-up for managing development cooperation to allow it to strategically leverage other sources of finance. It is expected that the DFA will provide inputs into the draft National Policy on Development Cooperation and will also offer a deeper understanding of the potential sources of resources needed for the country's future development initiatives.

In **Rwanda**, UNDP assisted the Ministry of Finance and Economic Planning in preparing a Donor Performance Assessment Framework (DPAF). The DPAF reviews the performance of bilateral and multilateral donors against a set of established indicators, covering the quality and volume of development assistance to Rwanda. The DPAF pointed to the success of development partners towards meeting indicators such as the use of national procurement and auditing systems, short-term predictability, and in implementation of the Division of Labour agreement. Mutual accountability in Rwanda also scored high as noted in consecutive UN DESA mutual accountability surveys at country level.

In **Togo,** UNDP collaborated on the development of a strategy for national resource mobilisation, following a dialogue process involving a wide range of national actors and development partners. The strategy, based on an evaluation of the impact of development cooperation in Togo between 2008 and 2013, proposed recommendations for the government and development actors to reinforce coordination through an institutional mechanism to pilot and implement a joint action plan. Initial progress has resulted in Togo meeting the eligibility criteria for the Millennium Challenge Account (MCA), opening up significant development support options for the country.

The OECD and UNDP launched a joint initiative in July 2015 to support developing countries to build **tax audit capacity**. It complements the broader efforts of the international community to strengthen international co-operation on tax issues and will make a significant contribution to the domestic resource mobilization efforts of developing countries. The Tax Inspectors Without Borders (TIWB) project was welcomed by stakeholders from business, civil society, as well as OECD and developing country governments attending the Third International Conference on Financing for Development in Addis Ababa. The project represents an innovative and practical way of supporting developing countries to mobilise domestic resources for development. A number of pilot projects and international tax workshops are already underway, including in Albania, Ghana and Senegal.

South-South and Triangular Cooperation

UNDP's promotion of South-South and triangular co-operation has risen steadily, from around 270 projects which utilized South-South co-operation in support of development results in 2013 to around 690 in 2015. UNDP's Strategic Plan prioritizes support to South-South and triangular co-operation, and UNDP has put forward, in close consultations with Member States, a corporate strategy on South-South and triangular co-operation, which aims at further expanding this work. In promoting South-South and triangular co-operation, the organization continues to consult with programme countries, think tanks, and civil society more broadly to ensure our support remains relevant to countries' needs and priorities.

In 2015, UNDP reported **689 projects and programmes** across **132 countries** that have mainstreamed and utilized South-South and triangular cooperation (SSC and TrC), covering more than 15% of all projects and programmes. This is a step forward from 2014, which reported 469 initiatives, and the baseline year of 2013 with 269 initiatives. Over 16% of country offices reported that SSC and TrC was being utilised substantially and systematically.

In 2015, UNDP's role in mainstreaming SSC and TrC focused mainly on knowledge brokering, allowing it to provide Southern countries with greater access to neighbourhood, regional and global knowledge, based on what works and does not. For example, the knowledge gained in **Albania** has contributed to the establishment of an Employment Agency in **Kosovo**[4]. **Uganda** and **Rwanda** shared their experiences on

---

[4] References to Kosovo shall be understood to be in the context of UN Security Council Resolution 1244 (1999)

the decentralization process of local governments with **Lesotho** which resulted in the review of the Local Government Act to harmonize with the newly adopted national decentralization policy.

UNDP also provided support to Southern partners in tacking policies, laws and regulations, in order to unleash SSC opportunities. For instance, UNDP assisted **Brazil** to strengthen its knowledge management of South-South mechanisms, thus, enhancing their adaptability to local contexts in partner countries. UNDP also deepened its facilitation role with partners from South and North: a partnership between **Lebanon** and **Tunisia** led to the establishment of an institution that would oversee judicial and constitutional reforms. Additionally, UNDP has facilitated a partnership between Al Fakhoora programme (**Qatar** Development Fund), **UNICEF** and **Palestine** in implementing joint education and reconstruction of child protection systems in Gaza. UNDP supported the Government of **Chile** in establishing and managing the Chile Fund against Hunger and Poverty in order to promote Chile's international cooperation policy in accordance with its commitment to the MDGs and now the SDGs.

Under the framework of TrC, UNDP is also collaborating with the **Republic of Korea** (ROK) to scale-up elements its rural development model (Saemaul Undong) in six developing countries, including **Bolivia, Lao PDR, Myanmar, Rwanda, Uganda and Viet Nam**. The Saemaul Undong initiative 'Towards Inclusive and Sustainable New Communities' (ISNC), or the New Village Movement, aims to update, integrate and scale-up proven successful elements of the initiative and its application into a systematic approach and effective platform for development cooperation. The experience of ROK has been adapted and updated to support **Bolivia** and **Uganda** in establishing strong linkages between local and national authorities to boost the productive capacities of local producers and small business, and **Lao PDR** to support capacity development of local governments, the Lao Women's Union and community leaders. The expanded initiative is intended to identify proven approaches and policy options for inclusive and sustainable local development, drawing on the expertise of Saemaul and other relevant solutions from development partners, including those from the South. UNDP organized exchanges between local producers and leaders from **Bolivia and Ecuador** that took place in Ecuador. Bolivian producers and local leaders of Sacaba and Tiquipaya municipalities (Cochabamba), representatives of Sacaba government and representative of Tiquipaya government visited the region 'Sierra Centro Sur' in Ecuador, which focused on social organization, sustainable and organic agriculture, sustainable energy solutions, logistics and access to markets.

At regional level, UNDP supported efforts in harmonizing standards and strengthening mechanisms to address common challenges for multiple countries. Between 2009 and 2014, the **Barrier Removal to the Cost-Effective Development and Implementation of Energy Efficiency Standards and Labelling (BRESL)**, supported by UNDP and the Global Environment Facility (GEF), facilitated the harmonization of test procedures, standards and labels for home appliances (air conditioners, ballasts, electric fans, electric motors, refrigerators, compact fluorescent lamps (CFL) and rice cookers) in Bangladesh, Indonesia, Pakistan, Thailand, Viet Nam and China as the lead and host country. By assisting in removing technical barriers and setting energy benchmarks for these appliances the project not only helped to boost cross-regional trade in electrical appliances but also developed a regional market for energy efficient and energy saving products.

In Southern Africa, with the support of the Global Environment Facility (GEF) and UNDP, **Angola**, **Namibia**, and **South Africa** established the **Benguela Current Commission**, which promotes the long-term conservation, protection, rehabilitation, enhancement, and sustainable use of the Benguela Current Large Marine Ecosystem.

UNDP also assisted in extending the **Cuban** Risk Reduction Management Centre model to five Caribbean countries (**Jamaica**, **Trinidad and Tobago**, **Dominican Republic**, **British Virgin Islands**, and **Guyana**) through a ground-breaking South-South cooperation initiative. The Cuban model demonstrates how to successfully involve local governments in risk assessment, management and integration of responses into territorial decision-making as well as on the involvement of at-risk communities as key partners in early warning systems. The model was also showcased at the World Conference on Disaster Risk Reduction in Sendai. The Caribbean Risk Management Initiative's report published in 2015 'Sharing What Works, South-South Cooperation for Disaster Risk Reduction in the Caribbean' outlines the experiences and lessons learned in adapting and implementing the Cuban RRMC model.

At the global level, UNDP has supported the establishment and capacity development of several Southern think tank networks, involving over 100 **think tanks from developing countries**, to address knowledge gaps in SSC and better engage in policy dialogues.

Innovation

Since 2014, a dedicated **Innovation Facility** has provided seed funding to test and scale promising new ways to increase programme impact. These new methods include, for example: government innovation labs to engage citizens in policy and service design and delivery (**Armenia, Egypt, Georgia, the former Yugoslav Republic of Macedonia, Moldova and Singapore**); exploration of emerging and alternative sources of financing, such as crowdfunding and impact investment (**Croatia, Colombia**); the use of challenge prizes to source new solutions (**Afghanistan, Armenia, Bolivia, Malawi, Myanmar, Nepal, Pakistan, Sudan and Yemen**) and of behavioural insights to improve policy formulation and testing (**Belarus, Moldova**); and the use of new sources of data to improve the capacities of national partners develop cost-effective poverty measurements (e.g. analysis of satellite images, electricity consumption and cell-phone use in **Sudan** and big data analysis for emergency services response in **Kosovo**[5] and the **former Yugoslav Republic of Macedonia**; and climate change analytics in **Cape Verde**). More than half of the initiatives funded in 2014 showed an uptake of the concepts by the Government or private sector partners. Examples are the e-waste solution developed in **China** in partnership with tech giant Baidu, a co-designed Young Farmers Innovation Lab for business development in **Zimbabwe**, and an SMS-based system in **Papua New Guinea** that allows citizens to report corruption. Two thirds of the trials resulted in measurable impact and creating changes in people's lives, from improving disaster response in **Nepal** and supporting Government partners on building innovation capacities in the public sector in **Georgia** to creating an ecosystem for innovation in **Egypt** and helping young people in **Haiti** and **Rwanda** to launch businesses.

The Pacific foresight Xchange, organized in November 2015 in **Fiji** by UNDP, in partnership with the Pacific Islands Forum Secretariat, encouraged SIDs decision makers, policy planners and communities to explore new ways of thinking. By providing training on the use of strategic foresight for planning and policy design, the workshop aimed at supporting organisational and communal abilities to be more resilient and adaptive to change. The event coincided with a period when many Pacific Island countries were revising or preparing new development strategies and started the process of localization of the SDGs. The forum resulted in an approved framework for the post-2015 development agenda and two declarations on promoting Pacific regionalism and climate change.

---

[5] References to Kosovo shall be understood to be in the context of UN Security Council Resolution 1244 (1999)

In **Europe and the Commonwealth of Independent States**, UNDP has created a lab-like experimental space where public servants, citizens, and external resources can come together to reframe issues and test novel approaches to pressing development problems. During 2014-2015, UNDP focused on consolidating and broadening the network of innovation champions across the region, expand the portfolio of innovation services, support the scaling up of initial prototypes, and gain a deeper understanding of innovation approaches. At the first UNDP Global Innovation meeting in Montenegro in 2013 (Budva Declaration) a set of 20 commitments that outlined the organization's approach to innovation and the corporate framework were endorsed. The first innovation curricula at UNDP followed soon afterwards together with the global Innovation Facility that initially mobilized over $4 million from the Danish Government.

UNDP jointly with Nesta, a leading global innovation-in-public-policy entity, is currently designing a protocol for inducing innovation in project management business processes. The intention is to alter the organization's 'DNA' by embedding innovation principles in project management and improving the ability to design better solutions for emerging development challenges. UNDP has also launched the first UNDP Crowd Funding Academy, selecting 11 out of 30 interested COs from all regions, for applying a novel way of resource mobilization in their respective programmes. The event on Alternative Finance for Development organized within the framework of the Academy attracted participation from 40 countries.

Thought leadership and knowledge management

With UNDP support two employment surveys have been produced in **Cape Verde** with data disaggregated by sex, age and municipality. The data have since been used as part of the definition of a new policy on the Educational Card developed with the support of UNICEF and the Global Partnership for Education and submitted to the Government in December 2015.

At country level, UNDP's flagship knowledge products, including MDGs Reports and national human development reports, informed national development strategy and policy setting in several countries. In **South Sudan**, the first ever National Human Development Report titled 'People, Peace and Prosperity' provided the latest statistics about key human development indicators, thus allowing the inclusion of the country for the first time in the global Human Development Report 2015. In 2014 and 2015, UNDP and the Government of **Papua New Guinea** produced a number of knowledge products to influence policy level planning and decision making on emerging development issues. These included the 2014 National Human Development Report 'From Wealth to Wellbeing: Translating Resource Revenue into Sustainable Human Development' and the Summary Report on MDGs published in 2015

As part of UNDP's efforts to advocate and raise awareness around sensitive and priority regional issues. flagship studies in **Asia and the Pacific** formed the basis for regional dialogue and engagement as well as programming. In most cases, these publications were co-sponsored by other partners. Examples include:

- 'Sex Work and Violence: Understanding Factors for Safety and Protection,' (2014), presented at the 20th International Conference on AIDS, received the first Robert Carr Research Award for its unique collaborative research among sex workers, rights activists, the UN (UNDP, UNAIDS, UNFPA), and the Governments of Nepal, Indonesia, Myanmar and Sri Lanka.
- 'Women's Participation and Leadership in Governments at Local Level,' (2014), which brought together governments, civil society, women activists and international development agencies to collectively commit to increasing women's political participation and leadership. This report was co-sponsored by the USAID Regional Mission in Asia.

- 'Biodiversity for Sustainable Development,' (2014), prepared by UNDP and the Global Environment Facility (GEF), presenting dozens of inspiring and innovative examples of how to conserve precious water, land and ocean resources.
- 'The State of Human Development in the Pacific Region: Vulnerability and Exclusion in Time of Rapid Change,' (2014) analyses the state of human development using new data from the HIES surveys. This was undertaken through a unique collaboration among UNDP, UNFPA, ESCAP, UNICEF and ILO.

UNDP's **global Human Development Reports** also marked their 25th anniversary in 2015, representing one of the most authoritative and data-rich publication series from the UN on development. Two reports have been published to-date during the Strategic Plan period, each covering issues that are increasingly prominent on the development agenda: Sustaining Human Progress: Reducing Vulnerabilities and Building Resilience (2014) and Work for Human Development (2015).