Partnerships to Fight Poverty

Annual Report 2001

UNDP

UNITED NATIONS DEVELOPMENT PROGRAMME

Partnerships to Fight Poverty

UNDP Annual Report 2001

Covering 1 January–31 December 2000

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Foreword

Last year put the issue of development firmly at the top of the global agenda. The world leaders who gathered in New York for the historic *United Nations Millennium Summit* not only committed themselves to crafting a more inclusive globalization, but endorsed a clear set of targets to measure and benchmark progress in addressing poverty, disease, hunger, and other key development challenges. And the *Millennium Declaration* that contained those goals also set out a broad vision of how to achieve them: through a new focus on human rights, good governance and democracy that can help give poor people the voice, protections and opportunities to build a better life for themselves and their families.

For the United Nations Development Programme (UNDP), this sea change in global attitudes has been doubly welcome. Both because it gives new impetus to our mandate to help lead the UN system's efforts to achieve the development targets, and because it coincides with an unprecedented period of reform and renewal in our own organization that has left us better placed than ever to respond.

In practice, that means the UNDP of the 21st Century is now focusing much less on traditional project work like building infrastructure that others with deeper pockets can do better and more efficiently. Instead, we are leveraging our greatest assets— our long-standing presence in more than 130 country offices across the world and the strong relationship of trust we have built up over many years with governments—to provide cutting edge advisory services for developing countries while helping drive a new global effort to monitor and benchmark progress towards meeting the Millennium development targets.

To underpin this process we have sharply narrowed our primary policy focuses to six thematic practice areas, selected because of developing country demand: poverty reduction, democratic governance, sustainable energy and the environment, crisis prevention and recovery and—to respond to new challenges and opportunities—the war against HIV/AIDS and the drive to harness the power of the information and communications technology revolution for development.

In each practice area, we are building the equivalent of a management consultancy: a team located across our global operations, networked together under a practice leader in New York; responsible as a team for building our service lines, evaluating best practices, developing relationships with partner organizations and raising resources through our new thematic trust funds, using UNDP country offices and applying cutting-edge technology to establish a knowledge networking strategy to support our advisory and capacity building work in the practice areas.

Putting this vision into practice has inevitably required some tough and painful measures, including heavy cuts to our previously overweight headquarters and a significant redeployment of staff to the field, an overhaul of redundant business processes and reporting requirements, renewal of people through an expansion of training and new recruitment, the re-profiling of country offices, and above all a new focus on partnership—both within the UN system and with the wider world, not just governments and other agencies, but private sector and civil society.

The results are already visible. UNDP is also proving better able to combine our advisory role with higher profile advocacy—particularly using the power of our global and national *Human Development Reports*—to help ensure that the needs of the poor, particularly women, are always at the heart of broader development efforts. Our challenge now is to consolidate these gains, build on the momentum of the Millennium Summit, and ensure that the new UNDP plays a pivotal role in helping the world meet those ambitious targets.

Mark Malloch Brown
Administrator

UNDP Reforms

Reshaped for a New Role in a New Century
Over the past two years, UNDP has carried out its most comprehensive internal reforms, renewing its vision and reforming its practices to become a flexible, fast-moving organization that provides services and advocacy where they are most needed—in the field.

New Focus: UNDP's programmes, advocacy and resource mobilization efforts have been realigned into six thematic practice areas: democratic governance, poverty reduction, crisis prevention and recovery, information and communications technology, energy and environment and HIV/AIDS—bringing the organization in line with the priorities of the countries it serves. UNDP country offices have been re-profiled to bring them in line with these six thematic areas and given more autonomy, to get the job done more efficiently.

New Leadership: hiring a new generation of professionals through its Leadership for Development Programme, and through a global recruiting drive to bolster the Bureau for Development Policy and the Emergency Response Division. UNDP expertise is creating a first-rate consulting service for programme countries.

New Accountability: focus on performance, results and benchmarks at every level.

Downsizing: headquarters staff already reduced below 1,000; to be cut by a total of 25 percent by the end of 2001; half of those positions are being relocated to the field.

New results-oriented reporting: This year marks the second year of UNDP's *Results-Oriented Annual Report* (ROAR). The report assembles data from UNDP offices worldwide to help answer the question: Why pay for multilateral assistance? The ROAR identifies UNDP's outputs 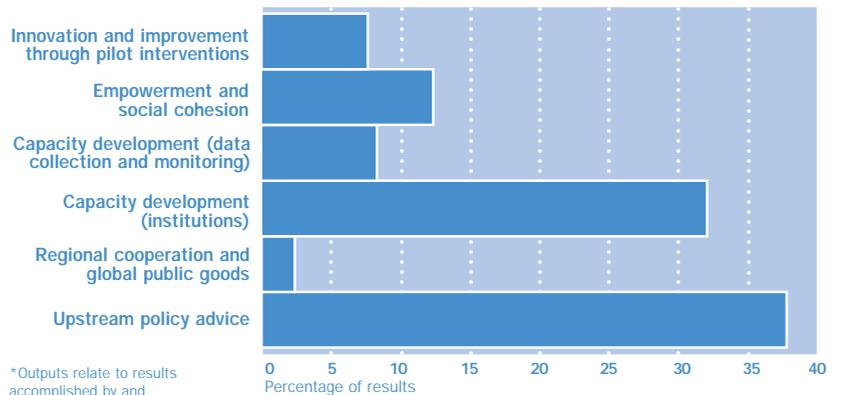at the country level, and policy outcomes at the corporate level, as well as the value it adds to development efforts. The report places UNDP among that small group of development institutions in a position to analyze and present its work drawing on empirical, verifiable evidence from the field. It illustrates concretely where, how and with whom UNDP helps to build social and organizational capital. ■

TYPOLOGY OF OUTPUTS 2000*

Innovation and improvement through pilot interventions

Empowerment and social cohesion

Capacity development (data collection and monitoring)

Capacity development (institutions)

Regional cooperation and global public goods

Upstream policy advice

Percentage of results

*Outputs relate to results accomplished by and attributable to UNDP.

As the chart illustrates, 38 percent of the results relate to UNDP's work in policy advice to developing country governments; 32 percent is in helping to strengthen national institutions. Other key findings and trends in the *ROAR 2000* include:

❋ Human rights as a major focus in governance programmes, with 40 percent of UNDP country offices providing advice and assistance in advocacy;

❋ *NHDRs* completed in 56 countries, and beginning to influence development policies resulting in innovative state and municipal HDRs;

❋ Increase in the formulation of poverty reduction strategies (PRS) in 60 countries, with UNDP support;

❋ Significant shift from support for sectoral projects to providing advice for environmentally sustainable development and mainstreaming global convention goals into national development policy;

❋ Greater priority on HIV/AIDS, promoting best practices and strategic planning, especially in Africa and the Commonwealth of Independent States;

❋ Marked progress in gender mainstreaming within governance, poverty reduction and HIV/AIDS through capacity development.

Democratic Governance

Whether a nation succeeds in reducing poverty, or whether it even tries, has everything to do with the quality of its institutions and policies—and the extent of its accountability to its citizens. Development is, after all, the process of improving the choices available to people and societies—a process which extends from economic options through social and political ones. Progress toward democracy has accelerated over the last decade. From **Indonesia** to **Nigeria**, more citizens gained a real vote in 1999 than 1989.

But elections are only part of the answer. Neither democracy nor development is sustainable without transparent and accountable institutions, professional and competent policymakers, and laws and frameworks governing economic and political life openly and fairly. And as economic development comes more and more to rest on individual ingenuity and entrepreneurship, success in encouraging growth, as in defeating poverty, depends on giving the poor a real voice and real protections—a true stake in the communities where they live.

UNDP uses its expertise and experience to help governments manage power more effectively and deploy it more justly. To build and strengthen democracy, UNDP promotes judicial reform and access to justice by training judges, law enforcement officials and journalists; strengthening legal aid systems; and

Voters undergoing identification checks for Mexico's 2000 presidential elections.

funding public awareness campaigns. UNDP trains and advises legislatures and helps prepare for and hold elections. During **Mexico**'s groundbreaking 2000 presidential elections, UNDP financial and technical assistance helped give citizens new confidence that their votes would count—by enabling 48 non-governmental organizations (NGO) networks to monitor the elections. In **Bangladesh**, UNDP provided 98 million manuals, booklets and forms for voter registration and trained about 829,000 personnel for voter registration and elections.

In more than 60 countries, UNDP focuses on strengthening human rights because they are inseparable from the quality of governance. In **Venezuela**, UNDP is working with an oil company and Amnesty International to give every judge and public defender more knowledge and understanding of human rights laws, regulations and issues.

Often, the best way to improve both the quality of services and the accountability of government is decentralization—bringing government closer to the people it serves. UNDP has helped countries develop plans to decentralize government functions and train local officials to take on greater responsibilities—and UNDP is looking at decentralization issues in 39 percent of the countries it serves. In **India**, UNDP has helped support the world's largest experiment in local self-governance with training and resources for local leaders, of whom there are now more than three million.

One major challenge is ensuring the participation of women. In **Uganda**, UNDP is working with the Forum for Women in Democracy to strengthen the involvement of grassroots women's organizations in the budget process.

To improve government's effectiveness, UNDP trains people in civil service and helps

Training in self-governance for women in India.

Region	
Nordic countries	
Europe (excluding Nordic countries)	
Americas	
Asia	
Sub-Saharan Africa	
Pacific	
Arab States	

0 5 10 15 20 25 30 35 40

Source: Inter-Parliamentary Union

improve accountability and fight corruption. UNDP helped bring donors together to support **Nigeria** as it established an Anti-Corruption Commission and drew up an action plan.

Finally, good governance requires committed, informed citizen participation. UNDP supports non-governmental groups as they build themselves up to participate in policy formation, advocacy and oversight in their countries. In **Mauritania**, for example, UNDP supported the creation of a Civil Society Cyberforum that brings together journalists, mayors, and NGOs. Through the Partnership for Transparency Fund, UNDP aids citizen efforts to fight corruption in **Brazil, Bulgaria, Latvia** and **Trinidad and Tobago**.

Wherever governments and societies are making the difficult transition to better and more democratic rule, UNDP is there. UNDP provides consulting services and resources based on sound experience, global presence, and absolute commitment to meeting local needs and concerns. ■

UN VOLUNTEERS: PARTNERING AGAINST POVERTY

The UN General Assembly proclaimed 2001 as the International Year of Volunteers. UNDP manages the United Nations Volunteers (UNV) programme, the human face of development partnership in more than 140 countries. UNV sends skilled, dedicated people around the world to make progress happen on the ground, and to put flesh on the ideal of global solidarity for development. Since its founding, UNV has sent more than 20,000 volunteers to the field. More than 4,500 serve every year—70 percent of whom come from developing countries themselves. The programme matches professionals with governments where their skills are needed; with communities looking to develop self-reliance; with humanitarian relief operations; and in support of elections, peace-building and human rights. In 2000, UNV was designated the lead agency for a new initiative of the UN Secretary-General, UNITeS (United Nations Information Technology Services) to involve volunteers in helping to bridge the digital divide. This year, volunteers will be retraining former combatants in Niger; coordinating post-flood relief efforts in Mozambique; and registering residents for the 2001 elections in East Timor. That last effort is UNV's largest-ever, with more than 800 committed volunteers coming from Canada, Kosovo and many other places to provide hands-on expertise. UNV also helps developing countries build their own networks of volunteer organizations. For more information, or to volunteer: www.unv.org.

Poverty Reduction

The core of UNDP's mission is eliminating poverty and meeting the Millennium Summit goal of halving extreme poverty by 2015. Today, one in five of the world's people—1.2 billion— live on less than a dollar a day. Fifty-six percent of the developing world lacks the most basic sanitation, and more than 50 countries have lower real per capita incomes today than they did a decade ago.

Where poverty is extreme and unending, human rights are eroded; the natural resources base deteriorates; and human dignity too often gives way to despair. Breaking the cycle of poverty is an integral part of development in every nation. And whenever a family, community, region or nation succeeds in leaving poverty behind, it sets off a chain reaction of improvement for people everywhere.

UNDP has a well-established track record of pushing the fight against poverty to the forefront—by monitoring poverty through its **Human Development Reports**, sparking debates on how to move forward, and helping write and implement national strategies to fight poverty. With the World Bank, UNDP helps draw up poverty reduction strategy papers (PRSPs) to accompany international debt relief and help maximize its benefits. UNDP supports efforts in 60 countries to monitor poverty and set benchmarks for its alleviation. It has had a significant effect on how poverty is viewed, and how it is fought, from **Brazil** to **India**. Now, in the aftermath of the *Millennium Summit*, UNDP is taking the next step—monitoring and supporting efforts to meet the Summit's ambitious goals. Governments in more than 100 countries rely upon UNDP's advice, service and financial support as they draw up and implement national action plans to eliminate extreme poverty and

work toward the Millennium Summit goals.

Everywhere there has been dramatic success in cutting poverty, the formula is similar: sustained and equitable economic growth, accompanied by strategies aimed at meeting the health and education needs of the very poorest.

UNDP is taking the lead in transferring those strategies where they are needed most. UNDP provides developing countries the advice and consulting services they need to create broad-based growth and empower the poor, especially women, to change their own lives for the better. UNDP crafted a five-year strategy for **Latin America and the Caribbean** in 2000 to provide timely advice and quick access to the knowledge governments need to address their pressing development challenges. With an absolute figure of 224 million poor people in 1999, poverty was considered one of the gravest problems in the region, and economic policy the main determinant of both poverty and inequality.

UNDP is a global advocate for the aid funds and trade opportunities that must be part of any plan to end poverty. Ultimately, UNDP must hold together a global coalition that puts poverty at the top of this Millennium's agenda.

UN CAPITAL DEVELOPMENT FUND: INVESTING WITH THE POOR

UN Capital Development Fund (UNCDF) projects have long served as pilots or successful examples for UNDP, as it advises developing country governments on how to promote economic growth. Now UNCDF has sharpened its focus to two key areas: supporting microfinance and promoting decentralization projects that meet local priorities. On microfinance, UNCDF seeks out and supports effective, efficient institutions that extend services to the small entrepreneurs traditional banks would miss. In just six months last year, UNCDF-supported microfinance operations provided access to credit to 3,600 poor clients in Malawi. Their goal is to serve 19,000.

On decentralization, UNCDF helps support local solutions, promote pilot projects, and export successes from one region to another. Supported by voluntary contributions and co-financing of projects, UNCDF has had particular success in helping governments decentralize key services from Cambodia to Tanzania.

UNCDF works to eliminate poverty around the world and expand opportunity by providing access to funding and projects that allows local communities to choose their own roads out of poverty and toward development. For more information: www.uncdf.org.

In **Indonesia**, UNDP works directly with NGOs through the Community Recovery Programme, a consortium of local and national groups in Indonesia. UNDP administers a trust fund and helps raise money and support programming: to date, over US$17 million has funded more than 460 grassroots projects across the country. Civil society groups are using this money to provide micro-credit, offer broad economic opportunities and show that progress out of extreme poverty is an attainable goal.
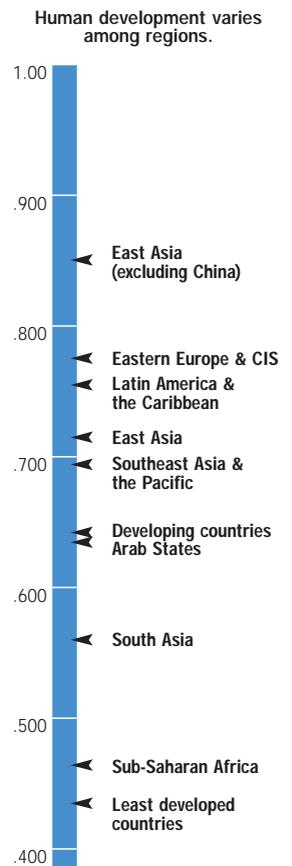
The Government of **Kyrgyzstan** invited UNDP to create a Participatory Poverty Alleviation programme for isolated communities that feel largely abandoned since the collapse of the Soviet Union. UNDP helps villages establish self-help groups, rebuild their decaying communities, buy new equipment, and receive training and micro-credit.

In April 2000, UNDP published its second global poverty report, *Overcoming Human Poverty*, setting forward a clarion call for a new commitment to fighting poverty and a new vision of the way forward.

Halving world poverty in the next 15 years is an ambitious goal, but a realistic one. The right combination of global and national policies, and sustained political will, can make it happen. And UNDP's multilateral character, universal presence and long experience in empowering communities to fight poverty place it squarely in the forefront of that effort. ∎

HDI 1998 BY REGION

The human development index (HDI) measures a country's achievements in terms of life expectancy, educational attainment and adjusted real income.

Human development varies among regions.

HDI	Region
1.00	
.900	
	East Asia (excluding China)
.800	
	Eastern Europe & CIS
	Latin America & the Caribbean
	East Asia
.700	Southeast Asia & the Pacific
	Developing countries / Arab States
.600	
	South Asia
.500	
	Sub-Saharan Africa
	Least developed countries
.400	

Source: Human Development Report 2000

Microcredit funds helped this Indonesian woman start up a small pottery business.

Crisis Prevention and Recovery

The culture of peace is not just the lack of war but a way of living with each other, sustained by economic development and the recognition of values, which dignify the individual.

Joaquim Alberto Chissano, President of Mozambique

After the 2000 floods in Mozambique, UNDP helped mobilize more than $453 million for relief and reconstruction.

By some measures, nearly one-fourth of the world's population is living today in a crisis or post-crisis situation. Before, during and after crises, UNDP works in these countries to serve development needs. In the midst of crisis, UNDP works to sustain livelihoods and stabilize communities, helping to reduce refugee flows and welcome back returnees. When crises end, UNDP helps bridge the gap between humanitarian assistance and sustained focus on development.

Around the world, UNDP coordinates crisis response because it is already there, on the ground and ready to work. In most country offices, UNDP Resident Representatives normally also serve as Resident Coordinators of all UN development activities. And everywhere UNDP works, it takes a leading role in partnership with relief organizations and other government and private aid groups. In **Mozambique** alone, after the 2000 floods, UNDP helped mobilize more than $453 million in commitments for relief and reconstruction.

UNDP also moves quickly to provide immediate assistance in areas such as re-integrating refugees and re-starting damaged economies. With resources and expertise, UNDP helps manage the transition between departing relief agencies and returning development partners.

In the **Republic of the Congo**, between June 2000 and December 2001, UNDP will re-integrate 580,000 displaced persons, help develop jobs and small businesses for 14,000 women, and help 4,700 former militia fighters get jobs and training and start new lives as civilians. UNDP will train hundreds of judges and police officers in the principles of human rights and the rule of law. These programmes will provide a real peace dividend for millions of Congolese— and hard evidence that peace can endure.
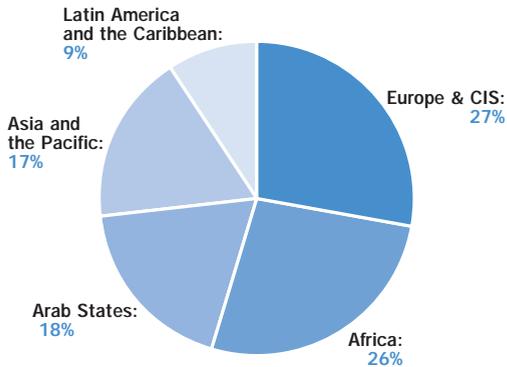
UNDP's **Programme of Assistance to the Palestinian People** (PAPP) is a unique mechanism to respond to crisis situations and at the same time focus on democratic governance, poverty alleviation, gender equality and other issues vital to successful state-building. Over its history, the PAPP has mobilized more than $350 million for projects throughout the West Bank and Gaza. Even in very difficult political circumstances, PAPP last year was able to complete major water and health infrastructure projects and make a substantial contribution to emergency job creation.

UNDP has built a special expertise in helping societies cope with the legacy of death and destruction that landmines leave behind years or decades after a conflict has ended. In 23 countries, UNDP is strengthening national institutions to meet the needs of landmine victims and help them return to their communities as healthy, productive citizens. And UNDP works with the UN Mine Action Service to provide resources and expertise for demining and training deminers in countries such as **Laos**.

UXO DISTRIBUTION BY REGION

97 countries are affected by mines and unexploded ordnance

Latin America and the Caribbean: 9%

Europe & CIS: 27%

Asia and the Pacific: 17%

Arab States: 18%

Africa: 26%

Source: Geneva International Centre for Humanitarian Demining

Most important, while others are providing assistance driven by the headlines, UNDP can work with local authorities to focus on longer-term strategy for rebuilding after a crisis—and building strong institutions to prevent a recurrence.

UNDP has learned over time that the best relief efforts make the country involved a full partner and in fact a leader. UNDP helps build that capacity for leadership, and strengthen government and communal institutions. Around the world, UNDP offers strategies for disaster relief and prevention, partnering with regional organizations to help improve risk and crisis management in disaster-prone areas.

In **Guatemala**, for example, after 36 years of civil conflict, UNDP has been a leader in helping peace take root. UNDP marshalled $50 million in international development aid. UNDP serves as a strategic partner for reconstruction, helping Guatemalans build new frameworks for democracy, growth and dispute resolution. UNDP funded programmes in governance, judicial reform and re-integration for 500,000 displaced Guatemalans. From health in rural clinics to the participation of indigenous people in national life, Guatemalans are making these programmes their own, their lives better and peace permanent.

UNITED NATIONS DEVELOPMENT GROUP: TOWARDS A COMMON IDENTITY

Everywhere UNDP works, it is helping lead the effort to provide a coherent and comprehensive UN-wide presence—and serving as the UN's operational arm. In many places around the world, UNDP is joined by other UN organizations in promoting growth, improving governance, preventing crises and lifting lives. For many years, coordination among UN offices in the field was haphazard at best. But three years ago, the UN Secretary-General established the UN Development Group (UNDG) as a coordinating body, with the UNDP Administrator as its chair.

UNDP Resident Representatives usually serve as Resident Coordinators of UN activities in their host countries—putting a personal face on the UN presence and leading a whole country team of UN agency experts. Fifty percent of people are seconded to UNDP from elsewhere in the UN family therefore building up a common commitment to the country team approach.

Over those three years, UNDG has established common training and team-building procedures for the field; instituted common programming processes, including the UN Development Assistance Framework, now being applied in over 90 countries; streamlined and improved administrative procedures; and built better communication and cooperation out of UN Houses in capitals around the world. UNDG is also leading the development of a UN strategy to achieve the goals of the Millennium Summit, by focusing on two areas: halving extreme poverty by 2015 and expanding girls' access to education. Through UNDG, we can review every UN activity to see that it promotes these goals, that its lessons are learned for other programmes and places and that the resources are used as efficiently and effectively as possible. For more information: www.dgo.org.

Ultimately, that is UNDP's goal wherever it is involved: helping people and governments recover from disasters, put conflict behind them, and build the strong and accountable institutions that prevent crises in the first place. ∎

Energy and Environment

The world community has still not made the fundamental transition to a development pathway that will provide the human community with a sustainable and secure future.
**Maurice Strong,
Special Adviser to the
Secretary-General of the
United Nations**
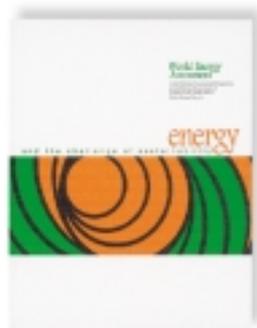
Providing affordable energy services and caring for the natural environment are central to any sustainable plan to reduce poverty. Today, two billion of the world's people still lack electricity and depend on traditional cooking fuels. Others find progress blocked by environmental obstacles—lack of clean water and sanitation, disappearing farmland, or the threat of whole island nations disappearing when global warming causes oceans to rise.

With partners throughout the UN system, UNDP is a leader in bringing energy and environment issues to global prominence and designing responses to meet developing countries' needs. In 2000, UNDP launched the **World Energy Assessment: Energy and the Challenge of Sustainability** with the UN Department of Economic and Social Affairs and the World Energy Council. This report is a pathbreaking new assessment of the links among energy policies, poverty and development, and points to ways government and business can work together. With additional support from the UN Foundation, UNDP participated in the production of **World Resources 2000-2001: People and Ecosystems—The Fraying Web of Life,** a report documenting the capacity of stressed ecosystems to support human life.

With tools such as these, UNDP expands the agenda for international cooperation on environment and energy and advises governments on the policy choices that will put the best new ideas into action. UNDP brings environment and energy into its programmes to address poverty reduction. It helps developing countries combine strong economic growth with responsible environmental protection. UNDP support enables its partners to meet the environmental challenges of a rapidly-urbanizing world by providing clean water, city services and sanitation. And UNDP programmes promote innovative, clean and renewable energy solutions.

In **Kenya**, **Tanzania** and **Uganda** UNDP works with farmers to control erosion, improve water quality, and safeguard the environment and then uses the farmers' own innovations to share experiences and influence national agriculture policies.

UNDP energy projects support government policy reform and help provide new technology for affordable, renewable energy. A pilot renewable energy project for poor, remote communities in **Central America** connected 100,000 poor rural families using solar, biomass, small hydro and other renewable energy sources. In its next phase, this UNDP project will bring electricity to two million off-grid poor families in Central America.
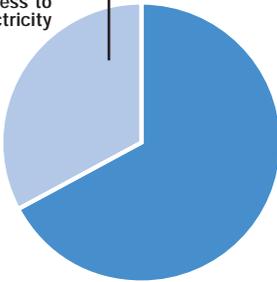
UNDP is a key partner in environmental programmes that cut across the UN system.

ACCESS TO ELECTRICITY

Total world population: 6.08 billion

2 billion people
in developing
countries—one-
third of the world's
population—
have no access to
electricity

Source: World Energy Assessment Report 2000

In Egypt, UNDP helps promote the use of alternative sources of energy.

Through the **Global Environment Facility** (GEF), UNDP is helping 100 countries to fight climate change by cutting greenhouse gas emissions without slowing their pace of growth. In **Ethiopia**, UNDP and GEF have promoted the use of traditional local crops, in the process strengthening the country's Bio-Diversity Research Institute and encouraging farmers to create local bio-diversity banks, even as the crops make their incomes more secure. GEF-UNDP programme funding has amounted to $1.2 billion in the last 10 years; and leveraged a further $1.7 billion of funding from other sources. These projects have served as a powerful incentive for a policy change at the national level.

With the **UN Office to Combat Desertification and Drought**, UNDP helps countries fight desertification and plan ahead to prevent drought and famine. And UNDP supports implementation of the **Montreal Protocol** protecting the earth's ozone layer by sponsoring projects in 64 countries to eliminate 5,667 tonnes per year of ozone-depleting chemicals.

Without the protection of natural resources, and plans for using them sustainably, developing countries have little chance of overcoming poverty. Modern energy services too are central to providing job opportunities, health care, and infrastructure to improve opportunities and living standards. Through advocacy and advice, linking global goals to local action, and helping mobilize resources for technology, UNDP is helping to meet the environmental and energy challenges for development. ∎

Information and Communications Technology

The information revolution is changing everything about the world we live in, including the practice of development. Information and communications technologies (ICTs) have the potential to create jobs, improve access to basic services, increase the effectiveness of governments and facilitate the sharing of information with people, especially the poor and women, living in even remote parts of developing countries.

But many communities in developing nations still lack the fundamental services that would allow them to enter the Information Age. Today, sub-Saharan Africa has nearly 10 percent of the world's population but only one-tenth of one percent of global Internet connections. Half the world's population has yet to use a telephone. As technology makes up an ever-more important part of the global economy, countries without resources are being left further and further behind.

ICT is now a basic component of development, not a luxury. It is up to us to ensure that the explosive growth in information technology opens up new possibilities for developing nations—not a wider gap between them and the developed world. Development now must use technology to improve its own practices and to offer the poor new choices to build better lives.

UNDP has put itself at the forefront of the communications revolution in the developing world. That means helping governments to get technology policies right so as to put in place appropriate communications infrastructures. It means finding innovative ways to promote digital entrepreneurship and economic growth to improve the lives of ordinary people and reduce social and gender inequities. And it means working with private sector partners to help bring reliable, affordable communications

UNDP helped Estonia become one of the most wired places in the world.

networks to immense new markets.

With the World Bank, UNDP has hosted the secretariat for the **Digital Opportunity Task Force**, or *DOT Force*, a pioneering partnership among G8 nations, developing countries, the private sector and NGOs established after the G8 Summit in Okinawa, Japan in 2000. The task force has produced a report outlining key actions and recommendations for stakeholders to address the digital divide; increasing access and lowering cost; building human capacity; and developing-country participation in global e-commerce networks.

With the Markle Foundation and Accenture, UNDP's **Digital Opportunity Initiative** will help countries develop national strategies for harnessing technology to provide benefits such as land use databases, village phone services, or cutting edge telemedicine. The **Global Readiness and Resource Initiative**, a public-private partnership with the Markle Foundation, will offer international ICT experts to work with developing countries to help develop their national e-strategies. With Cisco Systems, the US Peace Corps and UN Volunteers, UNDP has launched a programme to provide Internet training in 24 of the least developed countries.

Since 1993, UNDP has connected 45 nations to the Internet for the very first time and trained more than 25,000 organizations and institutions. In 2000, UNDP set up the first indigenous network in **East Timor**. UNDP helped one of its first partners, **Estonia**, develop the foundations of its telecommunications law, and create its first public Internet access sites. The government has since set up more than 80 such sites, plans to have 300 by 2002, and has declared Internet access a human right. It is now one of the most wired places on earth.

INTERNET USERS BY REGION	
Percentage of population	
United States	54.3
High income OECD (excluding US)	28.2
Eastern Europe and CIS	3.9
Latin America & the Caribbean	3.2
East Asia & the Pacific	2.3
Arab States	0.6
Sub-Saharan Africa	0.4
South Asia	0.4

Source: Human Development Report Office/UNDP

Bedouin women in Jordan learn to surf the Web.

UNDP pioneered Mobile Internet Units—computer centres on wheels, which help train young people in even the most rural areas—and put the concept into use from Malaysia to **Mali**. In **Malaysia**, a pilot project that began with four units has now expanded to 20 and, with government and private sector support, will be putting computers in schools and creating an e-mail network.

Across **Latin America** and **Africa**, UNDP has helped bring entire government ministries on-line and create unprecedented access to services and information. And UNDP has brought computer centres to hard-to-reach rural communities such as Bedouins in **Jordan**. Around the world, the lines outside UNDP's answer to Internet cafés tell us we are tapping into a vital—and vitally-felt—need.

UNDP is also using the Internet to build a new, interactive constituency for development. In 1999, with Cisco Systems, international and non-governmental organizations, UNDP launched www.netaid.org, a high-tech forum for development. Visitors tour the site, learning how they can help fight poverty and promote development. The registered **Netaid.org** community stands at more than 20,000 individuals, 2,588 NGOs and 423 corporate members and almost $2 million awarded for programmes.

UNDP shares a vision with its developing country partners: that soon, developing-country leaders and citizens can contribute on more equal terms to global dialogue and communications over the Web. Budding entrepreneurs everywhere will gain access to clients and services from anywhere. And the benefits of the global information revolution will at last be truly global. ■

SOUTH-SOUTH COOPERATION: SHARING EXPERTISE

In an era of rapid change and technological growth, the Governments of Brazil and India, or any two developing nations, may well have more to share with each other than either can learn from any development professional. UNDP provides a platform for cooperation among developing nations unmatched by any other organization—promoting exchanges, partnerships, and dialogue. UNDP has sent Chileans to East Timor and Brazilians to Southern Africa, helped Latin Americans share their experience of democratization with Eastern Europe, promoted air transportation partnerships in Africa and South Asia, and encouraged better water management among the states of West Africa and the Middle East.

In March 2001, UNDP launched the WIDE Initiative (Web of Information for Development), providing on-line databases, discussion forums, and partnerships to support developing country progress in new technology.

South-South relationships help bring good new ideas to prominence, and allow every nation to contribute its experiences in helping others grow. For more information: www.undp.org/tcdc.

HIV/AIDS

> **The battle against HIV/AIDS is far more important than any one institution or project. Our success will not be measured by resolutions passed, appointments made, or even funds raised. It will be measured in the lives of succeeding generations.**
> **Kofi A. Annan,**
> **UN Secretary-General**

A grandmother in Uganda cares for her grandchildren who have lost both parents to AIDS.

The HIV/AIDS epidemic is erasing a generation of progress in human development. In the countries hardest hit, life expectancy is expected to drop by as much as 25 years and economies are contracting by 20 percent or more. AIDS is creating and deepening poverty, erasing economic growth, and wiping out social progress.

In developing countries, HIV/AIDS is placing staggering pressures on governments and the social services they deliver. And when governments are unable to respond, the epidemic gains speed. Where education, health care and administration are not up to the challenge, infection rates rise, and hope for the sick, for women and families, and for entire societies ebbs away. Weak institutions, poor health services and economic failure translate directly into failed prevention efforts and compromised medical care.

AIDS puts at risk the gains of development, the hope of improved governance—and ultimately the prospect of development itself.

UNDP works with developing countries to integrate HIV/AIDS priorities into their national development plans and budget processes. In **Burkina Faso** and **Cameroon**, HIV/AIDS interventions now form part of the national poverty reduction strategies, and as a result, portions of debt relief savings are being allocated to HIV/AIDS prevention and care. UNDP is also helping to promote a human rights framework and gender perspective in response to the HIV/AIDS pandemic. In **Angola**, the **Gambia**, **Honduras** and **Rwanda**, UNDP is supporting associations and networks of people living with HIV/AIDS. It is helping states bear the extraordinary strain on their social service networks.

To help meet all those goals, UNDP is a cosponsor of **UNAIDS**, an innovative joint venture that brings together seven UN system organizations to ensure a coordinated and intensive response to the epidemic. With the resources, field staff, and expertise of those organizations, UNAIDS offers coordinated leadership, advocacy and support in the fight against AIDS. Coordination at the country-level is through the UN country team and the Resident Coordinator who is usually the UNDP Resident Representative.

UNDP contributes to this partnership by helping developing countries meet the governance challenge posed by HIV/AIDS, and helping them mitigate the impact of the disease on efforts to reduce poverty. Nearly 40 countries are using UNDP support to establish and implement HIV/AIDS action plans. With UNDP advice and technical support, **Botswana** has put in place a plan to provide all its HIV-positive citizens access to life-extending anti-retroviral drugs—the first country in sub-Saharan Africa to do so. At the same time, UNDP has been able to help Botswana meet the challenges AIDS poses to

governance and development, and actually improve its economic position over the past year.

In **Malawi**, UNDP helped bring together government and civil society to design a strategic response to the disease and mobilized $110 million to help bring the plan to life.

In **India**, one of the countries with the largest number of people living with HIV/AIDS, UNDP is building partnerships with local governments and citizens' groups to increase awareness of HIV/AIDS and improve support for those with the disease.

UNDP provided expertise and partnership as **Brazil** cut its HIV/AIDS death rate in half and stabilized infection rates in six years. It helped create a national AIDS prevention campaign with nationwide monitoring of infection rates and a network of counseling and testing centres.

UNDP also supports programme countries as they integrate HIV/AIDS priorities into overall development planning, and helps build capacity to deal with the damage AIDS does to poverty reduction efforts.

Only a global movement combining political will, scientific research, and practical know-how can stop the spread of HIV/AIDS. UNDP is doing all that it can to spur governments, spark partnerships, and support the mobilization that will make victory possible. ■

In Thailand, social workers reach out to people living with HIV/AIDS.

HIV/AIDS CASES BY REGION

Total: 36.1 million

Europe & CIS: 2%
Industrialized nations: 4%
Arab States: 1.1%
Latin America and the Caribbean: 5%
Asia and the Pacific: 17.8%
Africa: 70.1%

Source: UNAIDS Report on the Global HIV/AIDS Epidemic, end 2000

UN DEVELOPMENT FUND FOR WOMEN: EMPOWERING EQUALITY

Where women are healthy and empowered members of their communities, economic development, social welfare, and quality of governance will all profit. Where women's voices are heard and heeded, conflicts are more likely to be overcome, and societal rifts more likely to heal.
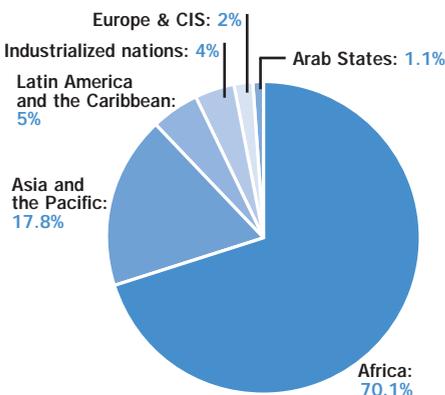
UNDP administers the United Nations' Development Fund for Women (UNIFEM), putting women's development at the centre of all of UNDP efforts around the world.

UNIFEM has taken a global lead in combating violence against women, promoting girls' education, highlighting the special challenges HIV/AIDS poses for women, and supporting women's groups as they endeavour to gain a full place in efforts to end conflict and promote peace. This past year, UNIFEM pursued its development agenda by launching a biennial review: *Progress of the World's Women 2000*. UNIFEM, at the request of former South African president Nelson Mandela, briefed Burundi's 19 negotiating parties on gender issues relating to that country's peace process in 2000.

Women's equality—and broadened opportunities for women and men—are a fundamental part of development, and central to UNDP's global mission. Together, UNDP and UNIFEM help governments craft the policies and institutions that open the way for women's equality and empowerment in all walks of life—in health care and education, in entrepreneurship and politics, and in working against conflict and for reconciliation. For more information: www.unifem.org.

Human Development Reports

A Tool for Progress
Eleven years ago, UNDP began producing an
annual *Human Development Report* (HDR)—a
review of country-by-country progress and global
trends in the struggle for development. It was
intended to be not just a snapshot, but a hand-
book; sharing information, opening new options
and presenting new ideas for policymakers. It
has redefined the terms of the development
debate by broadening the focus beyond narrow
income indicators to literacy, health, life
expectancy and other measures of a nation's
well-being.

From small villages to global capitals, the
report has become an indispensable tool in
sparking and shaping advocacy and awareness
of human development and poverty. In the
Human Development Report 2000, UNDP
restated the importance of fighting poverty not
just as a development goal, but as a central
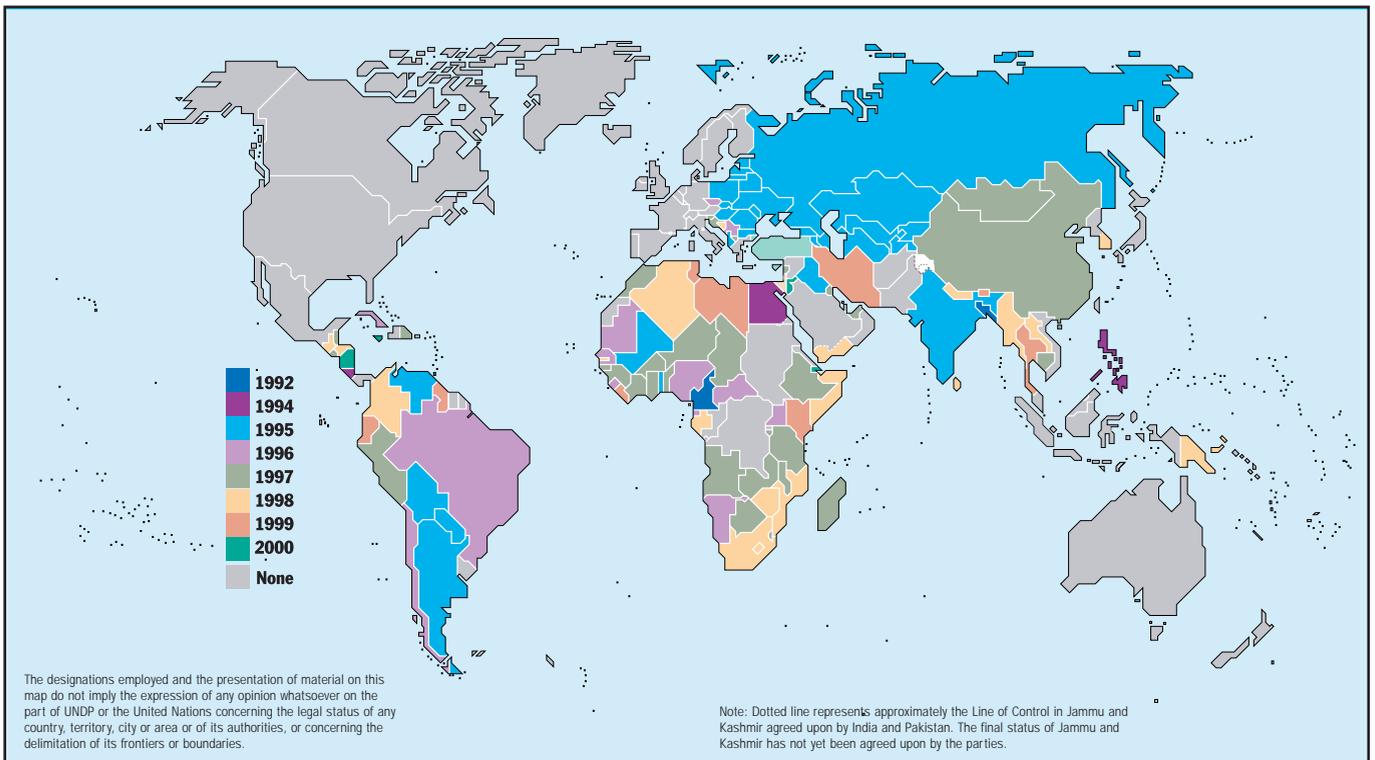tenet of our global struggle for human rights.

The reports' signature human development
index (HDI) serves policymakers and analysts
around the world as a broader alternative to
gross national product for measuring national
progress. UNDP has helped redefine develop-
ment away from solely economic indicators, and
towards a balanced concern for equity, sustain-
ability, productivity and empowerment.

An Internet-based community of scholars and
policymakers, the National Human Development
Report (NHDR) network, has grown up to con-
sider new policies and debate measurement
tools.

Around the world, countries—and even
states and regions—now produce *National
Human Development Reports*. **South Asia** was
the first region to produce its own Human
Development Report. The Arab countries will
produce their first regional report to be
launched in December 2001. In the last decade,
more than 350 reports have been produced in

Fernando Henrique
Cardoso, President of
Brazil, launches the
Alvorada Programme
specifically targetting the
14 Brazilian states with
the lowest rank in the
human development index.

1992
1994
1995
1996
1997
1998
1999
2000
None

The designations employed and the presentation of material on this map do not imply the expression of any opinion whatsoever on the part of UNDP or the United Nations concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries.

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

World map depicting cumulative number of countries producing NHDRs by year since 1992. No NHDRs were produced in 1993.

134 countries, serving as locally-owned instruments for change. They are countries' own means for measuring poverty, marking progress, and making policy choices.

✷ **Brazil**'s President Fernando Henrique Cardoso targeted a $7.4 billion anti-poverty programme at the 14 states with the lowest HDI.

✷ **Bulgaria** has used its 2000 report to select target locations for small business promotion.

✷ In **India**, state-level HDRs have become a fundamental part of planning and political discourse in 20 states.

✷ **South Africa**'s 2000 report sparked heated public debates about the way forward in combating poverty.

UNDP's *Human Development Report 2001* will focus on technologies and their challenges and opportunities for development. It directly addresses controversial policy issues such as the benefits and risks of genetically-modified

foods; intellectual property regimes; promoting development of vaccines for diseases such as malaria and tuberculosis; and responding to the brain drain created by the emigration of highly-educated workers. This year, the report introduces a technology achievement index, which focuses on how well a country as a whole is participating in creating and using technology.

In all these ways, the report will showcase new options for developing countries, and use UNDP expertise to help make those options into new and better realities.

For more information: www.undp.org/hdro. ■

UNDP Resources

UNDP Associate Administrator Zéphirin Diabré exchanges a signed agreement on South-South cooperation with Ambassador Wang Yingfan, Permanent Representative of China to the UN.

Mobilizing an adequate level of resources to maximize the unique impact of a strong multi-lateral United Nations development presence remains a top priority for UNDP.

In 2000, total resources amounted to $2.2 billion, including $1.1 billion from OECD/DAC donors and multilateral partners, and over $900 million from programme country govern-ments that channeled resources through UNDP in support of their own development programmes.

The *Multi-Year Funding Framework* (MYFF) sets the goals around which resources are mobilized. The MYFF is the key tool that ensures the policy coherence of UNDP's inter-ventions irrespective of the funding source.

As a voluntarily-funded organization, UNDP's ability to meet the expectations of the develop-ing countries it serves depends on it having an adequate and secure multilateral base from which to provide its proven development expert-ise. Core resources from donor governments are essential to fund the global platform of the organization and the UN development presence in 132 countries, and are the means by which UNDP preserves the multilateral nature of its

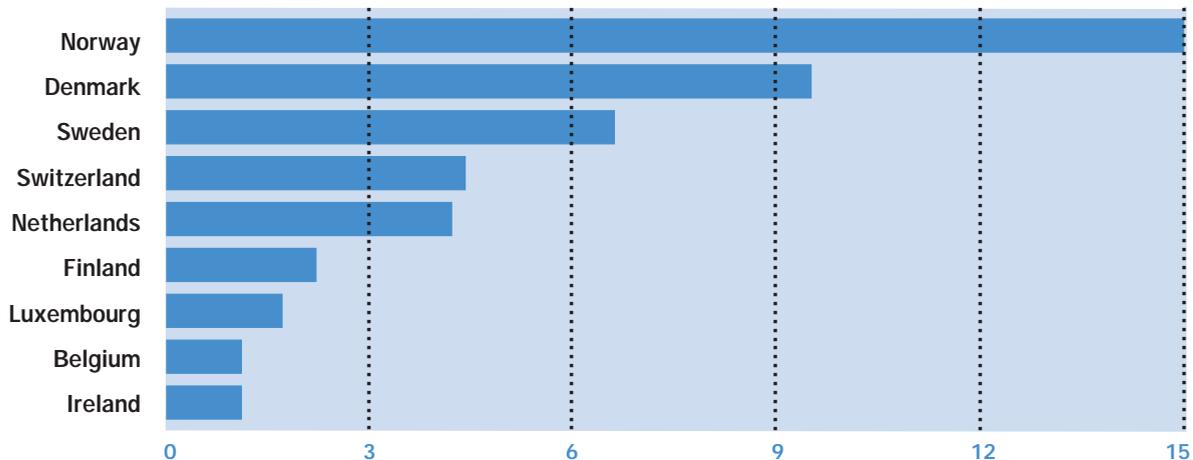| Net Income Received in 2000		
US$ Millions		
Ranked by top 20 contributors to core resources		
OECD/DAC donors	**Core resources**	**Co-financing**
Japan	100.00	40.26
United States	71.70	26.37
Netherlands	65.92	42.40
Norway	65.81	21.42
Sweden	58.47	30.01
United Kingdom	53.14	21.98
Denmark	50.16	4.70
Switzerland	31.52	9.96
Canada	28.58	4.88
Germany	20.05	1.00
France	14.76	2.95
Italy	12.41	36.20
Belgium	11.57	4.94
Finland	11.46	4.53
Austria	5.43	0.14
India	4.39	0.02
Ireland	4.14	1.41
Australia	4.00	9.77
China	2.65	0.15
New Zealand	2.07	–

Source: Bureau of Management/UNDP
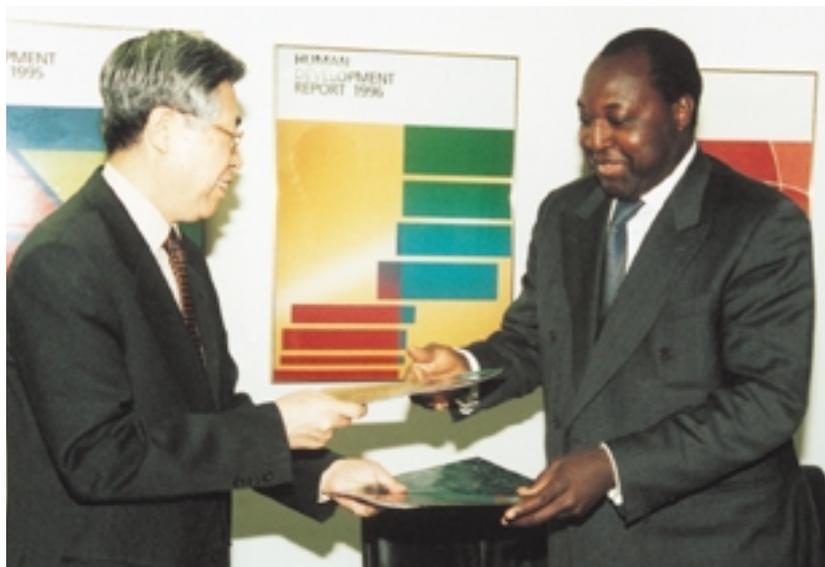
work. Co-financing is an important complement
to the core resource base, permitting an exten-
sion of the impact of the programmmes, and
fostering partnerships with a range of actors
such as the European Commission, the World
Bank, the United Nations Foundation, regional
development banks and the private sector. ■

ACTUAL AND PROJECTED RESOURCES: 1993-2003
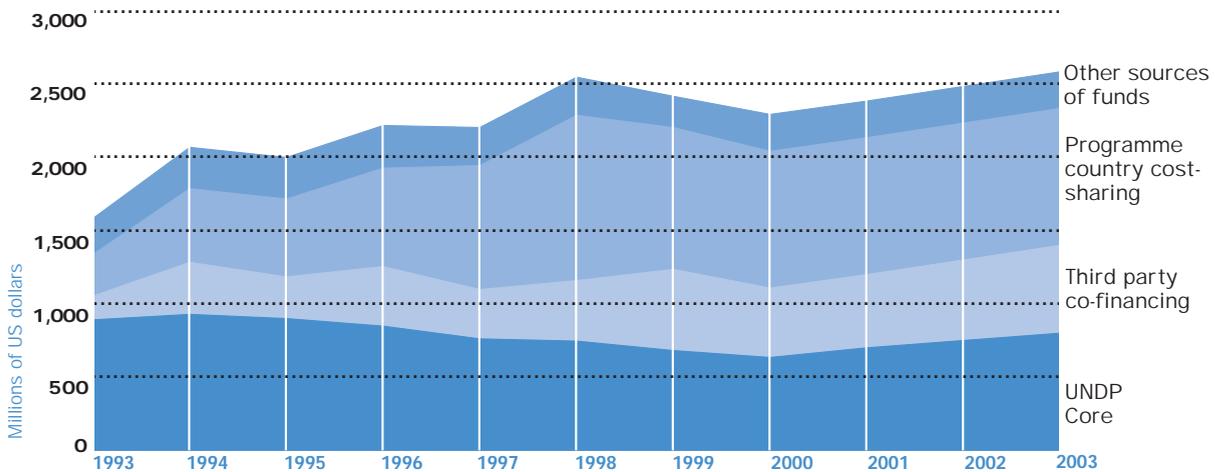
COUNTRIES CONTRIBUTING ABOVE ONE US$ PER CAPITA TO UNDP CORE, 2000

UNDP at a Glance: 2001

Service to developing countries	51 years
Countries and territories served	174
UNDP country offices	132
UNDP liaison offices: Bonn, Brussels, Copenhagen, Geneva, Tokyo and Washington, DC	6
UN Volunteer specialists and field workers	2,897
UNDP offices—in the developing world and Europe—connected to the Internet	112

Top contributors to UNDP on a per capita basis: Norway, Denmark, Sweden, Switzerland, the Netherlands, Finland, Luxembourg, Belgium, Ireland

To access the *Annual Report of the Administrator (2000)* to the UNDP/UNFPA Executive Board: www.undp.org/execbrd/index.htm

Themes of the Human Development Reports

1990 Concept and Measurement of Human Development
1991 Financing Human Development
1992 Global Dimensions of Human Development
1993 People's Participation
1994 New Dimensions of Human Security
1995 Gender and Human Development
1996 Economic Growth and Human Development
1997 Human Development to Eradicate Poverty
1998 Consumption for Human Development
1999 Globalization with a Human Face
2000 Human Rights and Human Development
2001 Making New Technologies Work for Human Development

UNDP EXECUTIVE BOARD

UNDP is governed by a 36-member Executive Board, an inter-governmental body that determines policies, approves and monitors programmes, endorses budgets and recommends new initiatives. Members are elected for three-year terms by the United Nations Economic and Social Council.

OFFICERS FOR 2001

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Membership of the Executive Board

2001: Belgium, Belarus, Brazil, Bulgaria, Canada, China, Cuba, Democratic Republic of the Congo, Denmark, Djibouti, Ecuador, Egypt, Ethiopia, Finland, France, Gabon, Germany, Guatemala, Honduras, India, Indonesia, Iran, Italy, Japan, Kyrgyzstan, Mauritania, Mozambique, New Zealand, Netherlands, Norway, Philippines, Russian Federation, Togo, Ukraine, United States, Viet Nam

2002: Antigua and Barbuda, Belgium, Brazil, Bulgaria, Canada, China, Comoros, Czech Republic, Democratic Republic of the Congo, Denmark, Djibouti, Ecuador, Egypt, Finland, Gabon, Honduras, Indonesia, Iran, Japan, Luxembourg, Mauritania, Mozambique, Netherlands, Pakistan, Peru, Philippines, Romania, Russian Federation, Spain, Switzerland, Togo, Turkey, United Kingdom, United States, Viet Nam, Yemen

Glossary

CIS	Commonwealth of Independent States
GEF	Global Environment Facility
HDI	Human Development Index
HIV/AIDS	Human immunodeficiency virus/acquired immunodeficiency syndrome
MYFF	Multi-Year Funding Framework
NGO	Non-governmental organization
NHDR	National Human Development Report
OECD/DAC	Organization for Economic Cooperation and Development/Development Assistance Committee
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCDF	United Nations Capital Development Fund
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNIFEM	United Nations Development Fund for Women
UNITeS	United Nations Information Technology Services
UNSO	United Nations Office to Combat Desertification and Drought
UNV	United Nations Volunteers
WEC	World Energy Council
WIDE Initiative	Web of Information for Development

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