



**UNITED NATIONS
DEVELOPMENT PROGRAMME
ANNUAL REPORT 2021**

Foreword

Development never stops.

The world descended into multiple crises in 2021. The climate emergency escalated. Social unrest and conflict flared. Inequalities deepened as COVID-19 continued to devastate lives and diminish economies, plunging millions more into poverty.

Human choices caused most of these crises. But human actions can resolve them. The COVID-19 vaccines are proof that even the most complex challenges are not insurmountable when we are willing to come together. We saw just how quickly years of development gains could be erased, but we also saw how countries' social protection and fiscal injections helped stop the slide. And as the climate emergency rang alarm bells across the world, we saw countries and businesses moving together towards making more ambitious cuts in greenhouse gas emissions.

The past 12 months have tested UNDP's ability to respond in an era buffeted by rapid change. In the pages that follow, I invite you to explore what I saw in 2021—a UNDP working hard to deliver on the promises that we made, despite the difficulties faced—a UNDP that is now more agile, efficient, innovative, resilient and able to solve difficult and complex global development problems.

This *UNDP Annual Report* provides a snapshot of the results we achieved together with countries and communities over the last 12 months, the final year of our four-year Strategic Plan. It considers the role we played in responding to some of the most intractable development problems of our time, including the COVID crisis, during which we helped 82 countries adopt vaccine registration and beneficiary tracking systems, supported the recruitment of 32,000 new health care workers, and protected nearly 1 million jobs. Our work in Afghanistan, the Sahel and Iraq are examples of how transformations can take root even in the midst of crisis and fragility. And our Climate Promise supported 84% of all developing countries' Nationally Determined Contributions ahead of the climate Conference of the Parties (COP) in Glasgow, with real ambition demonstrated by those developing countries on the front lines.



Behind each of these results are the stories of millions of people that we work with and support every day. Some of them are highlighted in this report, including voters in Liberia, whom UNDP supported through security, tactile ballots for the visually impaired, and mobile voter identification systems; and the residents of Chullpia, Peru, whose lives improved thanks to inventor Juansergio Castro and his floating solar panels that provide enough energy to fill up local reservoirs.

When I look at what we, together, have achieved, I am motivated and hopeful—and grateful to all our partners, donors, United Nations sister agencies and the 20,000 UNDP personnel across the world that have made all this possible. Looking ahead, we remain committed to building a #FutureSmartUNDP dedicated to helping create a world that is more equal and more just, with societies that don't just survive, but can truly flourish and thrive. I hope this snapshot of UNDP's work over the last year encourages you to join us in that journey.

Neither do we.



Photo: Cory Wright

Achim Steiner
Administrator
United Nations
Development Programme

UNDP for the world

With our support, millions of people improved their lives in 2021.



43 countries supported to address gender-based violence



82 countries adopted over 580 digital solutions for e-commerce, e-governance and more



With Climate Promise support, **92 of 120 countries** submitted revised national climate action plans



71 million people in 36 countries gained access to essential services (2018–2021)



Nearly **1 million jobs protected** by labour-market measures



26 countries supported to implement national action plans to address radicalization



2.4 million rural households in 33 countries benefited from clean, affordable and sustainable energy



88% of performance indicators were met by UNDP on gender equality and women's empowerment (as part of UN System-wide Action Plan 2.0)



US\$1.6 billion raised by UNDP to help countries respond to and recover from COVID-19



38 million new voters registered in 30 countries, 80% being women (2018–2021)



UNDP's Accelerator Labs Network reached **115 countries** through 91 locations



81 countries implemented policies based on COVID-19 socio-economic impact assessments (with UNDS)



3 million people benefited from jobs and improved livelihoods in crisis or post-crisis settings in 29 countries, 47% being women



750,000 women in 15 countries gained access to recovery programmes



US\$3.8 billion mobilized in innovative SDG bonds

SDGs by 2030

What we must do to succeed

UNDP's ability to help countries achieve the Sustainable Development Goals (SDGs) has been tested harder than ever. Poverty is rising for the first time in a generation as a result of COVID-19. The inequalities are stark. To bend the multiple curves of the pandemic, and continue a systemic push towards reduced poverty and greater equality, countries and communities need access to vaccines and access to finance.

Our evidence also shows that a united push to meet the SDGs can bring us back on course. UNDP, as part of the international community, needs to help ensure that the world:

- transitions to a recovery from COVID-19 that makes the world more equal, not less equal;
- enables transformation to take root even in the midst of conflict, crisis and fragility;
- prepares more intentionally for a decarbonized and digital future.

Access to finance and vaccine equity is the key to socio-economic recovery in low- and lower-middle-income countries. Recognizing that “no one is safe until everyone is safe”, UNDP is working with the World Health Organization (WHO), the United Nations Children's Fund (UNICEF) and other partners on the ground to help realize the WHO targets of vaccinating at least 70% of the global population against COVID-19 in 2022.



Since 2018, UNDP has worked with **100 countries to integrate the SDGs** into their national and subnational development plans



UNDP's COVID-19 response reached **\$1.6B**

Strategic Plan review

Results and outcomes 2018–2021

Over the past four years, UNDP delivered for millions of people and for countries in every part of the world, a fitting conclusion to the Strategic Plan. Transformative changes were strongly evident across the plan's three development settings (below) and six signature solutions (pages 14–25), as indicated by the following cumulative results.

Eradicating poverty



UNDP assisted 71 million people in 36 countries in obtaining services essential to well-being and dignity, such as water, housing and health care. In 25 countries, 40 million people gained access to financial services.

Supporting the growth of stronger, fairer economies



With our support, 38 million new voters in 30 countries registered to vote, 80% of whom were women. In 34 countries, 32 million people realized their legal rights and protections through improved access to justice.

Strengthening resilience to shocks and crisis



During the plan, over 750,000 women in 15 countries benefited from recovery programmes to rebuild assets and regain livelihoods, strengthening capacities to manage future crises in the process. In 2021, 3 million displaced people in 13 countries benefited from durable solutions aimed at lasting security, freedom of movement and well-being.

Greater investments, where it matters most

Over 2018–2021, UNDP spent \$18.3B of its programme resources, or 94.4% of the total planned programme expenditure. In 2021 alone, UNDP spent \$4.8B of its programme resources, the highest level over the last two Strategic Plan periods (2014–2017 and 2018–2021). This enabled us to deliver against all three development settings.



21 achievements

The making of #NextGenUNDP

In 2018, UNDP gave itself four years to become a “next generation” organization. These facts and figures illustrate how we did it, by changing the way we think, invest, manage and deliver.

- We invested** in new programmes, people, partnerships and operational systems, helping UNDP become more agile and effective
- We created** an improved line of work with the Crisis Bureau, making it possible to offer a more coherent, rapid response. 9 of the 10 largest UNDP country programmes are in crisis settings
- We helped** countries reconfigure development finance through Integrated National Financing Frameworks (INFFs) to improve the quality, amount and reach of public funds
- We rolled out** a long-term vision of a world in which digital is an empowering force for people and planet, with more inclusive, ethical and sustainable societies (through UNDP’s first Digital Strategy, 2022–2025)
- We educated** our own workforce with fit-for-purpose digital systems, processes, tools and data
- We ranked** as the most transparent UN agency, and the third most transparent development organization in the world (by The International Aid Transparency Index)
- We formed** the Global Policy Network (GPN), connecting 8,800+ UNDP colleagues, plus 5,000+ vetted development professionals across 110 areas of expertise, ready to support UNDP at the country level
- We guided** support for countries to accelerate gender equality (UNDP’s Gender Equality Strategy 2022–2025)
- We shifted** the mindset from projects to portfolios, and from experimentation to transformation and scale (through our Accelerator Labs Network)
- We reached** \$4.8B in programme expenditure in 2021, the highest in over a decade (over 87% of our revenue), to deliver across our three development settings

- We grew** into 21,000 people, working together across 170 countries and territories
- We maintained** a 50:50 gender parity across all UNDP staff, including senior managers in country offices
- We achieved** 99% of UNDP’s four-year funding target, mobilizing \$20.7B in development finance for programme countries
- We balanced** our budget for the 5th year in a row
- We received** a 16th consecutive unqualified (clean) audit opinion, from the United Nations Board of Auditors for the year ending 2020
- We doubled** our cost sharing to the United Nations Resident Coordinator (RC) system
- We reduced** our electricity carbon footprint by 8% through the Greening UNDP Moonshot initiative, saving the organization \$600,000 a year
- We invested** in stronger risk management mechanisms and due diligence processes
- We established** the SparkBlue knowledge platform as a go-to for UN staff to connect with each other and external experts
- We capitalized** on the much-needed shifts in data collection arising from digitalization (Data Strategy 2022–2025)
- We supported** staff payments across 50 different UN entities through UNDP’s payroll services

Where people want to work

People for 2030 is our highly ambitious and comprehensive effort to overhaul UNDP's people management capabilities and systems, thereby helping to transform UNDP into the leading development organization for the 21st Century.

Our commitment to people management and leadership includes creating a safe and inclusive work environment with opportunities for everyone to grow and develop. Tackling all forms of discrimination and harassment, including racism and sexual misconduct—both for our own personnel and the people that we serve—remains the highest priority for UNDP.

Of the recommendations set out in People for 2030, 95% were implemented by the end of 2021, including new policies and programmes to target top talent, increase workforce diversity, and address any gaps and weaknesses.

PEOPLE FOR 2030

“ UNDP is an organization where people can grow! ”

— *Hawa Aw, UNDP Senegal*



Global Staff Survey (GSS):

86% of staff said they are “inspired and excited to work at UNDP”



Awarded the **second-highest Economic Dividends for Gender Equality (EDGE)** certification for our significant progress in **gender equality in the workplace**. We are one of only two UN agencies, alongside UNICEF, to achieve this distinction.



Introduced our **first ever graduate programme** with high-potential young candidates from the least represented programme countries, indigenous peoples and less privileged socio-economic backgrounds.

The programme won the **Innovation in Recruitment Award 2021** at the International Organizations Career Development Roundtable.



Our **2021 African Young Women Leaders Fellowship Programme** graduated 21 young women from 20 African countries, with the second cohort attracting 7,000+ new applicants.



The **UNDP-United Nations Volunteer programme (UNV) Talent Programme for Young Professionals with Disabilities** gave recruits the opportunity to gain valuable experience. Many more were deployed with UNDP through mainstream UNV channels.

Leading the way

2021 was a notable year for UNDP's global leadership team, with Achim Steiner appointed for a second term as Administrator, as well as a few new faces completing our executive management roster.



Achim Steiner
Administrator



Usha Rao-Monari
Associate Administrator



Khalida Bouzar
Regional Bureau for Arab States



Angelique M. Crumbly
Bureau for Management Services



Mirjana Spoljaric Egger
Regional Bureau for Europe and the Commonwealth of Independent States



Ahunna Eziakonwa
Regional Bureau for Africa



Luis Felipe López-Calva
Regional Bureau for Latin America and the Caribbean



Ulrika Modéer
Bureau of External Relations and Advocacy



Asako Okai
Crisis Bureau



Kanni Wignaraja
Regional Bureau for Asia and the Pacific



Haoliang Xu
Bureau for Policy and Programme Support

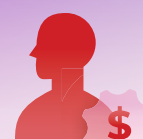
Strategic Plan 2022–2025

Development is changing. So are we.

In the four years of our new Strategic Plan, UNDP will work with countries to make a difference to millions of lives.

A shared ambition for a better world

Through our programmes and advocacy, and close partnerships within and beyond the UN system, we are striving towards these ambitious joint goals:



Helping
100 million people
to escape multidimensional poverty



Supporting
500 million people
to gain access to clean energy



Supporting
800 million people
to participate in elections, many for the first time

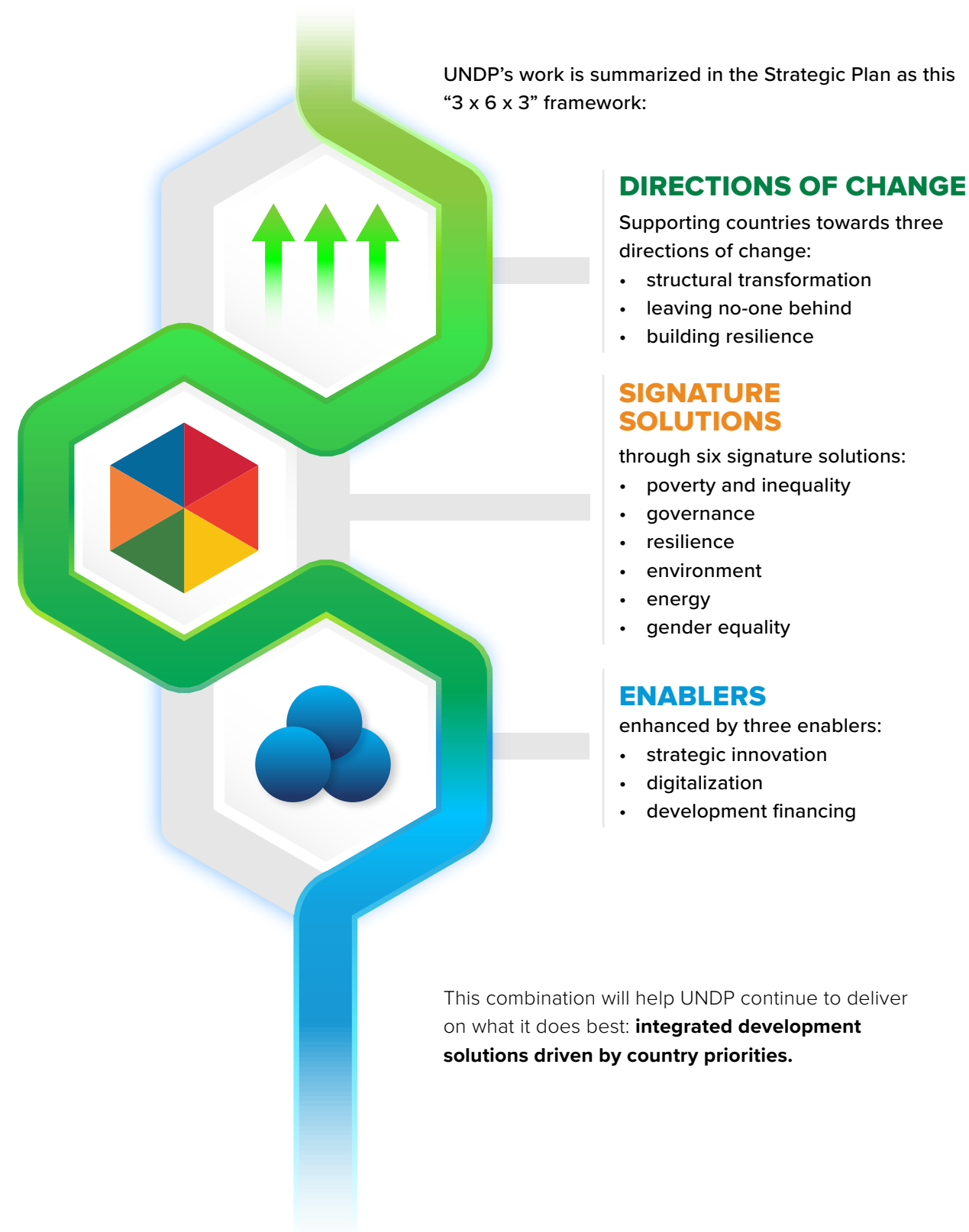


Promoting
over \$1 trillion
of public expenditure and private capital investment in the SDGs

Our Strategic Plan puts out a \$1 trillion moonshot, part of our commitment to play a catalytic role in promoting the alignment of existing public and private sector resources with the SDGs. We are already innovating to this end. In December 2021, for example, UNDP launched two new SDG Investor Maps with over 30 investment opportunities in Djibouti and Namibia. Mexico's SDG bonds, supported by UNDP, returned to the market in 2021 with a \$1.38B offering, while the New Development Bank in China issued a \$750M Goal-linked bond, with UNDP support. UNDP also launched a new Insurance and Risk Finance Facility to work with industry and governments in at least 50 countries over the next four years. The Facility is already working with over 20 countries, including Algeria, Colombia, Ghana, India, Indonesia and Uzbekistan.

As we move forward with the Plan, UNDP's work can be summarized as a "3 x 6 x 3" framework—three directions of change, six signature solutions and three enablers—as we progress ever closer to the completion of Agenda 2030. Building on UNDP's 50 years of development experience across 170 countries, this flexible framework allows us to focus and prioritize where country demands are greatest. By leveraging and growing our partnerships on the global, regional and local levels, we aim to expand people's choices for a fairer, sustainable future.

UNDP's work is summarized in the Strategic Plan as this "3 x 6 x 3" framework:



SIGNATURE SOLUTION: POVERTY

ZERO POVERTY BEFORE CRYPTO-TRILLIONAIRES

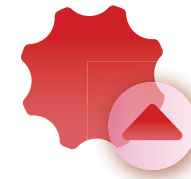
Tackling inequality of opportunities by investing in the enhanced capabilities people need to move above the poverty line and keep moving forwards.

Multidimensional poverty, exacerbated by the pandemic, has put years of human development progress at risk. But despite current challenges, UNDP has scaled up efforts to support countries and communities to reduce inequality, realize a job-rich recovery and eradicate poverty in all its forms. The results increasingly reflect UNDP's accelerated commitment to innovation, digitalization and partnerships, and new approach to development finance.

Digitalization is now at the forefront of UNDP support for livelihoods and income security. Meanwhile, the digitalization of social assistance makes the system not only more inclusive but also more shock-responsive and resilient. In Malaysia, the new five-year plan covers core issues such as green growth, social protection, lower emissions, ecological conservation, jobs and the digital economy. In Kenya, UNDP helped establish a registrar's office in the Medium and Small Enterprises Authority and provided digital tools to support the formalization of 12,185 firms. In India, training on financial and digital literacy and support in making market links helped 31,000 artisans, farmers and microentrepreneurs

first country in its region to issue a sovereign bond for the SDGs. Also with UNDP support, Indonesia issued its first sovereign SDG bond for \$551M to support social protection, health and education. Rwanda's Development Bank issued its first green bond to inject \$50M into renewable energy, clean transportation, sustainable water, waste management and biodiversity conservation. In Mauritania, UNDP helped institutionalize *zakat* or Islamic finance, enhancing regulations to steer this source of funds more systematically towards the SDGs.

UNDP is ready to help the world leave multidimensional poverty behind for good by 2030—hopefully, before we see the first crypto-trillionaire.



81 COUNTRIES
implemented policies based on COVID-19 socio-economic impact assessments (with UNDS)



Digitalization improved the delivery of **\$1.4 BILLION** in social protection to over **27 MILLION PEOPLE**



40 MILLION PEOPLE
in 25 countries gained access to financial services, improving lives and economies (2018–2021)



预览已结束，完整报告链接和二维码如下：

https://www.yunbaogao.cn/report/index/report?reportId=5_31085



UN partners with whom we worked most frequently on poverty and inequality in 2021

