



FUNDING WINDOWS

2018 ANNUAL REPORT

UNITED NATIONS DEVELOPMENT PROGRAMME

TABLE OF CONTENTS

I. OVERVIEW	3
LEAVING NO ONE BEHIND	4
CATALYZING CHANGE	6
TOWARDS A #NEXTGENUNDP	8
PREVENTING RISKS, PROTECTING GAINS	10
A PLATFORM FOR INTEGRATION	12
II. HIGHLIGHTS OF 2018 RESULTS	14
III. SUSTAINABLE DEVELOPMENT AND POVERTY ERADICATION	16
CARRYING FORWARD THE SDGs	18
ACCELERATING INCLUSIVE DEVELOPMENT	19
FINANCING TO SUSTAIN BIODIVERSITY	21
IV. GOVERNANCE FOR INCLUSIVE AND PEACEFUL SOCIETIES	22
ADVANCING GENDER EQUALITY, HUMAN RIGHTS, LEAVING NO ONE BEHIND	24
BOX 1 - ENHANCING STRATEGIES ON PREVENTION OF GENDER-BASED VIOLENCE	26
IMPROVING THE QUALITY OF ELECTORAL PROCESSES	28
BOX 2 - AN ELECTION BECOMES A TURNING POINT FOR UPHOLDING HUMAN RIGHTS	30
DEVELOPING PARLIAMENTARY CAPACITIES	31
TAKING A STAND AGAINST CORRUPTION	33
EXPANDING ACCESS TO JUSTICE	33
MANAGING CONFLICTS PEACEFULLY, ADDRESSING ROOT CAUSES	34
BOX 3 - PROVIDING EXPERT ADVICE ON PEACE AND PREVENTION	35
BOX 4 - SPOTLIGHT ON THE SAHEL: INTEGRATED SOLUTIONS ON LONGSTANDING INSTABILITY	37
V. CLIMATE CHANGE AND DISASTER RISK REDUCTION	40
MANAGING CLIMATE CHANGE	42
STRENGTHENING CAPACITIES FOR RESILIENCE AND RECOVERY	43
VI. EMERGENCY DEVELOPMENT RESPONSE TO CRISIS AND RECOVERY	44
RESPONDING TO CRISIS	46
FORGING LINKS BETWEEN RESPONSE AND RECOVERY	47
MANAGING RISKS, REACHING THE MOST VULNERABLE	49
BOX 5- EASING THE STRAINS IN FRAGILE BORDER COMMUNITIES	51
PREVENTING CONFLICT AND BUILDING PEACE	52
TAPPING THE POTENTIAL OF YOUTH	57
VII. CHALLENGES AND LESSONS	58
VIII. LOOKING FORWARD: REVISING THE FUNDING WINDOWS	62
IX. FINANCIAL SUMMARY	66
TABLE 1. EXPENDITURES BY FUNDING WINDOW, SUB-WINDOW AND COUNTRY/LOCATION	68
TABLE 2. EXPENDITURES BY STRATEGIC PLAN OUTCOMES	72

I. OVERVIEW

UNDP's Funding Windows pool resources from diverse funding partners to make carefully selected, catalytic investments that accelerate implementation of the 2030 Agenda for Sustainable Development. The flexibility of the four windows allows UNDP to pilot and scale up interventions that respond to national priorities and emerging issues, and that advance progress in ending poverty, and promoting resilient, sustainable and risk-informed development.

INTEGRATED DEVELOPMENT PLANNING

UNDP Funding Windows and Sub-Windows



Sustainable Development and Poverty Eradication

Development Planning and Inclusive Sustainable Growth
Livelihoods and Jobs
Environment and Natural Capital



Governance for Inclusive and Peaceful Societies

Conflict Prevention
Democratic Governance for Peace and Development
HIV, Health and Development



Climate Change and Disaster Risk Reduction

Climate Change
Disaster Risk Reduction



Emergency Development Response to Crisis and Recovery

LEAVING NO ONE BEHIND



As this report demonstrates, the Funding Windows made instrumental contributions in countries around the world in 2018. There was consistent emphasis on investing where needs are greatest. This included the least developed countries, particularly in Africa, as well as States affected by crisis and fragility, and lagging regions within middle-income countries with pockets of poverty and high levels of vulnerability.

THE CENTRAL, TRANSFORMATIVE PROMISE OF THE 2030 AGENDA IS TO LEAVE NO ONE BEHIND.

Every Funding Window investment adheres to this commitment, and is aimed at eradicating poverty, ending discrimination and exclusion, and reducing inequalities and vulnerabilities. Initiatives in 2018 empowered women and youth, marginalized communities and people with disabilities, among others.

In **Mexico**, localities most affected by the 2017 earthquakes saw housing and business assets restored, including traditional ovens used by indigenous women, based on construction techniques that will lower future risks. Micro-grants for six civil society groups active on different types of disabilities in **Rwanda** empowered the organizations as well as the people they serve, such as through establishing cooperatives for the deaf. UNDP piloted new ways to improve essential public services in Karakalpakstan, one of the poorest regions of **Uzbekistan**.

Funding Window support meant that **Benin** was able to define strategies to respond to the priorities of people in some of the country's poorest regions, where poverty rates exceed 50 percent. **Brazil's** interior region of Piauí began a drive to accelerate progress towards the Sustainable Development Goals by acting on gender equality priorities, such as through policies to reduce women's burden of unpaid domestic care work.









Communities in **Iraq** formed local peace committees with the active engagement of women to resolve conflicts and promote reconciliation; communities in **Syria** are restoring social infrastructure vital to basic services, livelihoods and social cohesion with special attention to women's rights and gender quality. Preparatory work for climate mitigation actions in **Lao People's Democratic Republic** and **Vanuatu** included feasibility studies for solar mini-grids that could increase electricity access in rural communities.

CATALYZING CHANGE



In 2018, the Funding Windows received

US \$65.6 MILLION FROM 8 DONORS:

 GERMANY	 DENMARK	 NORWAY	 SWEDEN
 LUXEMBOURG	 THE REPUBLIC OF KOREA	 SWITZERLAND	 THE SLOVAK REPUBLIC

Of this amount, over \$32 million was disbursed to over 70 countries. 40 percent of funds went to the least developed countries. Detailed financial information is provided at the end of this report.

In line with UNDP corporate guidelines, the Funding Windows target 15 percent of resources for activities that empower women and promote gender equality. In 2018, 14 percent of resources allocated to countries went to projects where gender equality was the primary objective (project assessed as ‘GEN3’ on a scale of 1-3). When combined with projects assessed as ‘GEN2’ (projects with a significant, consistent focus on gender equality), this figure reaches 97 percent. As the Funding Windows grow, UNDP will continue to raise the bar for delivering results for women and girls, building on an upward trend in funding commitments over the past three years.

In an increasing number of countries, innovations and new partnerships generated additional resources, including from domestic sources. In **Guinea Bissau**, UNDP leveraged a basket of funds from international donors for election preparations, complemented, for the first time, by domestic electoral financing. The process enabled the registration of over 760,000 voters and the acquisition of 400 biometric voter registration kits. In the **Philippines**, initial experiences during recovery from the Marawi conflict in the Bangsamoro region generated strong support for developing Islamic finance as a key dimension of greater financial inclusion.

In pooling funds and expertise, the Funding Windows play a catalytic role in making inroads into persistent development challenges. Funds have gone towards developing a blue economy accelerator lab to define new models of development in local communities in the **Caribbean**. They have contributed to mobilizing youth ‘techpreneurs’ in **Somalia** who are incubating technological solutions to foster development and peace.

TOWARDS A #NEXTGENUNDP

All Funding Window investments are made in line with [UNDP's Strategic Plan 2018-2021](#), which sets the direction for a 'Next Generation' UNDP, optimized to meet the challenges of the 2030 Agenda. The Strategic Plan supports three outcomes and related development outputs aimed at eradicating poverty, accelerating structural transformation for sustainable development, and building resilience to shocks and crises.

The Strategic Plan recognizes that transformative change calls for an integrated, multifaceted approach to development, and offers six Signature Solutions that can be closely tailored to diverse development contexts. The Funding Windows accordingly support measures so that people who move out of poverty do not slide back; governance is effective, accountable and inclusive; societies are more resilient through better prevention and recovery; the planet is more sustainable due to the adoption of nature-based solutions; clean and affordable energy is more accessible, and energy gaps are closed; and there is greater gender equality and empowerment of women and girls.

In 2018, Funding Window investments were clustered in several areas critical to the realization of the Plan as a whole. These included strengthening national capacities for the peaceful management of conflict, and, in some cases, the prevention of violent extremism. For example, a basket of support for the **Sahel countries—Burkina Faso, Chad, Mali, Mauritania and Niger**—supported a comprehensive approach, within and among countries, to stem violent extremism. Measures ranged from improving the transparency of elections to empowering women in community watch and early warning mechanisms to opening opportunities for youth as active agents in economies and communities.

Funding Window investments helped make electoral and parliamentary processes more inclusive, transparent and accountable. Elections in **Zimbabwe** in 2018 marked a point of political transition and an opportunity to advance electoral justice and human rights, including through the first human rights awareness campaign conducted by the national Human Rights Commission and the deployment of human rights monitoring teams in the most at-risk communities. Support to the Independent National Electoral Commission in **Nigeria** improved transparency and accountability in the gubernatorial elections in Ekiti and Osun States, and fostered prompt detection of electoral-related human rights abuses by deploying 150 election observers. In **Jordan**, fostering knowledge and capacities on the SDGs among parliamentarians led to the establishment of a Parliamentary Working Group to track all activities related to the goals. **Serbia** amended its Law on Local Self-government to bolster SDG oversight at the local level.

PREVENTING RISKS, PROTECTING GAINS

Recent decades have made abundantly clear that even robust development gains are vulnerable. Amid conflict or multiple forms of crisis, regression can be rapid and severe, destroying infrastructure, livelihoods and safety nets, and undermining human rights. Prevention has thus become a bedrock of UNDP programming, drawing on the organization's decades of experience across the core issues of conflict prevention, peacebuilding, disaster risk reduction, climate change adaptation and mitigation, and crisis response.

The Funding Windows are part of a corporate-wide commitment to help countries avoid, mitigate and/or manage crises, and return quickly to a development trajectory if crisis does occur. Resources under the windows continue to support, for instance, the 15-year collaboration between UNDP and the UN Department of Political and Peacebuilding Affairs that deploys highly skilled Peace and Development Advisors. In 2018, they helped 70 countries develop prevention-related capacities by furthering peacebuilding and deepening social cohesion.

Funding Window support in **Djibouti** responded to a current crisis in a vulnerable formerly nomadic community, while also developing new national strategies to contend with the country's acute vulnerability to climate change as well as pressures from refugees from neighbouring countries. Prevention has been integral to efforts in **Colombia** to hasten the socioeconomic integration of a flow of migrants from **Venezuela**, before pressures on local services and employment become a flashpoint. A global project is generating new evidence to enhance strategies on the prevention of gender-based violence through pilot programmes in seven countries: **Bhutan, Indonesia, Iraq, Lebanon, the Republic of Moldova, Peru and Uganda**.

Where crisis does occur, Funding Window support has been vital in backing UNDP's global leadership in forging links between relief and recovery, and applying principles such as building back better. In **Viet Nam**, a process emphasizing resilient recovery after Typhoon Damrey led the government to revise its existing disaster risk management law to better incorporate disaster recovery and rehabilitation, and to develop a dedicated decree on disaster recovery.

A PLATFORM FOR INTEGRATION



UNDP now serves as an ‘integrator’ platform at the heart of a new generation of UN country teams, offering its assets and expertise in service of the wider development system, and promoting the ‘whole-of-government’ and ‘whole-of-society’ responses vital for transformational change.

In 2018, Funding Windows support helped enabled an integrated approach to UNDP interventions. Supporting a ‘whole-of-government’ capacity to implement the 2030 Agenda in two provinces of **Indonesia**, for example, included setting up SDG coordination teams and integrating the goals across provincial development plans, backed by provincial budget allocations of an additional IDR 300 million for SDG localization. An innovative partnership in support of poor rural farmers piloted a new business model involving UNDP, a local government and a financial technology institution, and raised IDR 2 billion during a proof of concept period. A five-year agreement between the government and the Fintech institution to scale up the pilot is expected to benefit thousands of poor households in farming communities.

The Funding Windows in 2018 supported a variety of collaborations between UNDP and sister UN entities. UNDP and UN Women joined forces in **Tunisia** to help establish the Parliamentary Women’s Caucus and introduce gender-sensitive budgeting. The two worked together as well in Rakhine State, **Myanmar**, to link ministries and parliaments at the union, state and regional levels as well as civil society and development partners in an integrated, comprehensive approach to peacebuilding. This has entailed improving service delivery, expanding access to justice and increasing livelihood opportunities through cash-for-work activities to restore communal infrastructure.

To bolster United Nations and partners’ capacity and understanding of conflict dynamics and sensitivities in **Syria**, UNDP shared the results of its 11 location-specific analyses of the underlying factors and dynamics of instability across the country to ensure conflict-sensitive programming across the United Nations system.

II. HIGHLIGHTS OF 2018 RESULTS

Sustainable Development and Poverty Eradication (SDPE)

Governance for Inclusive and Peaceful Societies (GIPS)

Climate Change and Disaster Risk Reduction (CCDRR)

Emergency Development Response to Crisis and Recovery (EDRCR)

BENIN

Development strategies in some of the poorest communes led to the establishment of a multifunctional platform, meeting the energy needs of small agri-food processors mostly local women.

GUINEA-BISSAU

Over 28,000 people in 159 communities of the Gabu Region elected members of community institutions, reaching some of the most remote localities; they have developed plans to improve the local economy.

PHILIPPINES

With support from the global BIOFIN initiative, the Philippines updated its protected areas law backed by budget guarantees for 107 protected areas.

COLOMBIA

Local economic development strategies and social cohesion measures have assisted nearly 3,000 Venezuelan migrants and Colombian returnees and host communities. Over 40 institutions collaborate to generate livelihood opportunities for migrants as well as host communities.

KYRGYZSTAN

New digital training courses, a first for law enforcement, helped better equip 500 police officers, 20 judges and 100 lawyers to prevent domestic violence.

MALDIVES

In six atolls, 127 members of the women's wings of political parties cultivated leadership, communication and campaigning skills.

RWANDA

Micro-grants empowered six civil society groups active on different disabilities to improve livelihoods and advocate for upholding the UN Convention on the Rights of People with Disabilities.

ZIMBABWE

A human rights awareness campaign reached all 10 provinces, targeting rural populations vulnerable to political violence. Provincial dialogues drew together local authorities, traditional leaders, civil society, the business community and others to uphold good electoral practices.

LAO PEOPLE'S DEMOCRATIC REPUBLIC

With support from the global NDC Support Programme, preparatory work for emissions mitigation included feasibility studies for solar mini-grids aimed at increasing electricity access in rural communities.

REGIONAL - CARIBBEAN

The Caribbean Resilient Recovery Facility programme was launched to bolster national and regional capacities for disaster resilience and recovery, explore innovative financing, and advocate for debt relief and concessional financing.

BURKINA FASO, MALI, NIGER

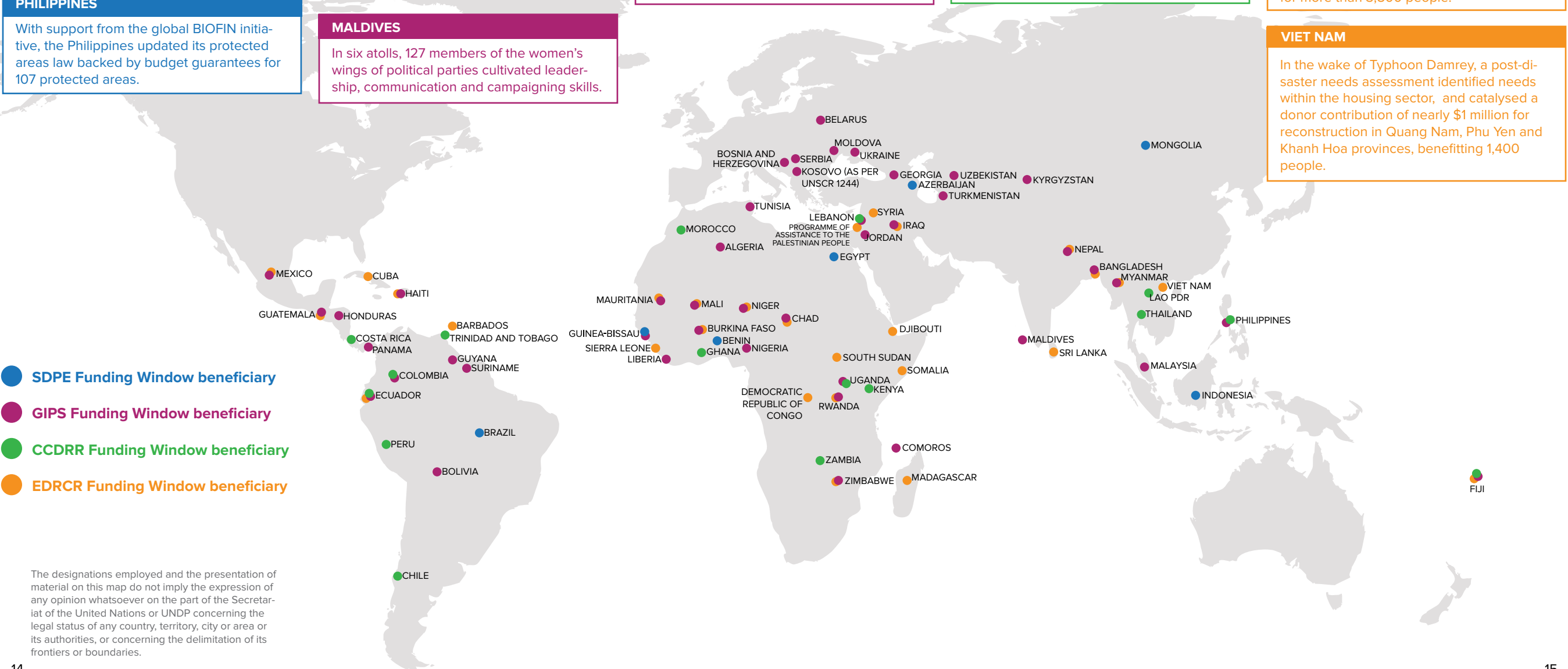
Municipal authorities and members of security forces defined cross-border mechanisms to mitigate radicalization, including by training women to participate in community watch and early warning mechanisms.

SYRIA

Local context analysis shaped early recovery programmes and fostered trust in four governorates. Steps towards recovery included the removal of 20,000 cubic metres of debris from a market serving 15,000 people, and the revival of agricultural livelihoods for more than 3,800 people.

VIET NAM

In the wake of Typhoon Damrey, a post-disaster needs assessment identified needs within the housing sector, and catalysed a donor contribution of nearly \$1 million for reconstruction in Quang Nam, Phu Yen and Khanh Hoa provinces, benefitting 1,400 people.



- SDPE Funding Window beneficiary
- GIPS Funding Window beneficiary
- CCDRR Funding Window beneficiary
- EDRCR Funding Window beneficiary

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

III. SUSTAINABLE DEVELOPMENT AND POVERTY ERADICATION

The 2030 Agenda for Sustainable Development provides a bold vision. It envisages a world where a transformed model of development ends poverty and advances human progress without exhausting shared natural resources. In line with this aspiration, the Sustainable Development and Poverty Eradication Funding Window enhances UNDP's role as an integrator of development issues cutting across the 2030 Agenda and its 17 Sustainable Development Goals.

With support from this Funding Window, countries remove barriers to the pursuit of inclusive development, from gender discrimination to the lack of decent livelihoods. In identifying financing and long-term solutions for development that are environmentally sound, UNDP finds solutions that are good for people and the planet. Developing data and tools to monitor and report on SDG implementation helps keep progress on track.



CARRYING FORWARD THE SDGs

UNDP's 'whole-of-government' approach to achieving the SDGs aligns with the high ambitions of the 2030 Agenda, where everyone must work together and coordinate their efforts, including through plans and budgets.



INDONESIA

In **Indonesia**, UNDP assisted Lampung and Gorontalo provinces in setting up SDG coordination teams and integrating the goals across provincial development plans. The provinces have now allocated an additional IDR 300 million (\$20,000) for SDG localization in priority districts. One province embraced gender-responsive policy and budgeting, which increased spending on health and education for women and girls. Other measures comprise the emPOWERed Farmers initiative, part of an SDG 'prototype village'. It builds on a new business model involving UNDP, a local government and a financial technology institution. During a proof of concept period, an online platform to help poor farmers access finance raised IDR 2 billion (\$140,000). A five-year agreement between the government and the fintech institution to scale up the pilot is expected to benefit thousands of poor households in farming communities.



MONGOLIA

As part of supporting planning that can make sustained progress on reducing poverty and inequality, UNDP worked with authorities in Ulaanbaatar, **Mongolia**, to develop an SDG roadmap and financing strategy, along with a dashboard tracking progress against the goals. At the city level, 126 target indicators for the 17 goals were defined, and 284 monitoring indicators proposed, accompanied by a methodology to guide data collection. City authorities have reviewed draft guidelines for prioritizing SDG investments funded by city and national budgets, an initiative expected to tie into a pilot of SDG-focused budgeting guidelines in the health sector. Supported by UNDP and the Asian Development Bank, the Ministry of Health has analysed primary health-care services for reach and allocative efficiency in order to align funding decisions with progress on the SDGs.



BRAZIL

A UNDP-assisted project in Piauí, **Brazil** has sought to empower women and girls as a key accelerator of progress towards the SDGs. While in the past, empowerment had been discussed repeatedly, less attention had gone to how to make it happen. Piauí is in the interior part of the country with a strongly patriarchal culture and high levels of violence against women and girls. With UNDP support, five municipalities in the region of Teresina, home to over a million people, agreed to implement a comprehensive package of solutions. Each municipality is now elaborating tools, a workplan and a resource mobilization strategy to empower women and girls in line with the aspirations of the SDGs. Some priorities comprise strengthening gender mainstreaming in local government, including through gender-based budgeting; measures to prevent and respond to violence against women; and policies to reduce women's burden of unpaid domestic care work.

ACCELERATING INCLUSIVE DEVELOPMENT



GUINEA-BISSAU

Many of the foundations for inclusive development must be built on the local level, such as by developing a thriving local economy and capacities to deliver basic services. In **Guinea-Bissau**, UNDP helped two regions establish strategic plans for local economic development based on consultations with a network of community institutions that reached some of the most remote localities.

To establish the institutions, over 28,000 people in 159 communities of the Gabu Region, including over 14,000 youth and 4,500 children, elected members. In the final tally, the elections exceeded a requirement that at least a third of the members would be women. In the Cacheu Region, 88 communities held elections. UNDP then trained regional teams to manage a participatory planning process involving the community groups, who spoke up on issues ranging from pressures on forests to the lack of schools to the need for better water supplies. A partnership with UN Habitat introduced an innovative planning tool, CityRAP, to guide exercises such as local community self-assessments, participatory risk mapping and action planning to build resilience. A second partnership forged with Innovalab, a youth business enterprise, began designing an app to routinely collect data on community concerns.

Local people involved in the process have testified to its value. One woman in the Gabu region said: "Of all the development interventions in our community so far, none has left a true and powerful message such as this one. Your message has touched all of us today because it seems to be a true path for our development, the development of our children, our children's children and the future generations of this community."



IPCC (Institutions of Participation and Community Consultation) electoral process in Cuianco Yero community – Sonaco
Credit: UNDP



UZBEKISTAN

In Karakalpakstan, one of the poorest regions of **Uzbekistan**, UNDP piloted new ways to improve public services in Nukus city and the Kungrad district, which have a combined population of over 440,000 people. Close collaboration with experts of the Public Services Agency produced a baseline needs assessment of services, identifying issues such as long waiting times and travel distances. This led to opening a new branch in one underserved settlement, instituting a mobile bus to provide access to remote populations, and setting up an electronic system to manage service queues.

Research among service users pinpointed several essential services in need of streamlining, including those related to registering the birth of a child and applying for a state pension. Business process re-engineering shaped revised regulations, approved by the national Cabinet of Ministers, which for the first time in Uzbekistan allowed users to access several interrelated public services at the same time, without needing to contact different providers. Other advances have come through a partnership with the Women's Committee of Karakalpakstan, which helped establish a center for survivors of gender-based violence as well as the prevention of suicide. The first facility of its type in Nukus, it applies international best practices, including standards for safety and security, and assistance by qualified specialists.



BENIN

Empowering marginalized groups, such as women and people who are poor, helps them build productive capacities and develop sustainable livelihoods. With UNDP assistance, a project in **Benin** defined strategies to respond to the priorities of people in some of the country's poorest communes, Djakotomey, Copargo and Pehunco, where poverty rates exceed 50 percent. In the Anandana district, this led to the establishment of a multifunctional platform to meet the energy needs of small agri-food processors. The photovoltaic system, backed by a generator, can power equipment vital to local livelihoods, including a cashew nut crusher, a cassava rapper, a peanut oil press and a rice husking machine. It also runs refrigerators, stations to recharge mobile phones and vehicle batteries, and indoor and outdoor lights. Local women, as the primary users of the platform, have formed a committee to manage it.

FINANCING TO SUSTAIN BIODIVERSITY

UNDP worked with nine countries under the BIOFIN initiative in 2018, helping them develop policies and laws to finance measures sustaining biodiversity and human well-being.



PHILIPPINES

With support from BIOFIN, the **Philippines** passed an updated version of its protected areas law as well as budget allocation guarantees for 107 protected areas. Initial steps realigned some financing from the \$3 billion Malampaya oil and gas fund behind biodiversity objectives. A strong emphasis on livelihoods integrated into the management of protected areas now allows communities living in the areas or in buffer zones to engage in biodiversity-friendly enterprises such as eco-guiding and souvenir production.



COSTA RICA

Costa Rica included eight biodiversity financing elements in its latest national development plan, while the National Bank of Costa Rica and the National System of Conservation Areas signed a Financial Cooperation Agreement to improve entry fee collection in protected areas. The latter measure created the basis for the eventual issuance of a green bond to purchase land from private holdings that remain in the areas.



MEXICO

Several countries completed detailed plans for finance solutions. **Mexico** operationalized a national climate fund with an increased focus on biodiversity. It also expanded payments for ecosystems services. Thailand plans to introduce conservation license plates, with revenues dedicated to safeguarding the remaining tiger population in the country.



CAMBODIA



MADAGASCAR



TANZANIA

New countries working with BIOFIN designed multi-year workplans, including **Cambodia**, **Madagascar** and **Tanzania**. Each conducted an initial and diverse mapping of biodiversity finance solutions, highlighting wide variety, such as a conservation trust fund and biodiversity offsets in Madagascar, payments for ecosystem services in Cambodia and REDD+ (reducing emissions from deforestation and forest degradation) initiatives in Tanzania.

IV. GOVERNANCE FOR INCLUSIVE AND PEACEFUL SOCIETIES

Formal democratic systems have expanded around the world, yet are not always fully responsive or inclusive of the people they are meant to serve, which can foment tensions and mistrust. Today, 43 percent of the world's poor people live in fragile states, a proportion likely to rise to 62 percent by 2030.

The Governance for Inclusive and Peaceful Societies Funding Window draws on UNDP's unparalleled country-level expertise in advancing democratic governance and preventing conflicts that can derail such governance as well as wider development gains. From elections to parliamentary capacities to community dialogues, UNDP takes a human rights-based approach that is politically informed, sensitive to conflict and equipped to account for the complex power dynamics that feed structural inequalities. The overarching goal: forge a just, social contract between State and civilians that can underpin peaceful and inclusive societies.



ADVANCING GENDER EQUALITY AND HUMAN RIGHTS, LEAVING NO ONE BEHIND



MALDIVES

A central premise of UNDP's support to inclusive societies, integrated across its activities, entails empowering women to realize their equal rights, including as leaders and participants in the political realm. In the **Maldives**, UNDP-supported efforts to foster tolerance and increase women's participation included media campaigns aimed at preventing hate speech and stressing equal representation. In six atolls, training helped 127 members of the women's wings of political parties cultivate leadership, communication and campaigning skills. Comprehensive follow-up training further developed the capacities of 19 participants, including women candidates contesting parliamentary and local council elections. Training for 12 media agencies on gender-sensitive reporting was coupled with a session for all students of the journalism programme at Maldives National University on ethical, gender-responsive and conflict-sensitive reporting.



RWANDA

Under its commitment to developing national civil society capacities to uphold human rights and combat discrimination, UNDP partnered with disability rights organizations in **Rwanda** to strengthen their abilities to advocate for the provisions of the UN Convention on the Rights of People with Disabilities. Micro-grants for six groups active on different types of disabilities—such as deafness, blindness, albinism and children with cerebral palsy—empowered the organizations as well as the people they serve. Groups of deaf people, for instance, learned how to establish and manage cooperatives, and are working on official registration to improve their income. UNDP also organized a 'Be the Champions' event celebrating champions of the disability movement in Rwanda, with a clear call for action and commitment to advancing the rights of people with disabilities by government officials, business people, civil society representatives and others.



STATE OF PALESTINE

In the **State of Palestine**, UNDP backed civil society engagement in national discussions to define the drivers of progress on the SDGs. An SDG civil society coalition was formed to act on diverse issues, from health and education to socioeconomic support. A partnership between the National Committee for Sustainable Development, which reports directly to the Prime Minister's Office, and the coalition recently established a social innovation platform, the 'Solve It Solutions Lab'. It crowdsources locally developed solutions to pressing development challenges such as inequality, all geared towards accelerating progress on the SDGs.



MEXICO

Strengthening citizenship and protections of the rights of indigenous peoples in **Mexico** has centred on working with the national Electoral Tribunal to analyse existing policies and engage directly with communities to understand obstacles they face in elections. The Electoral Public Defender's Office for Native Peoples and Indigenous Communities facilitated dialogues where 70 percent of the participants were indigenous women. The process opened some of the first opportunities for them to voice their concerns, while establishing a new space for people from diverse backgrounds to collaborate and co-create solutions. One issue that came to the fore involved gender-based political violence, with the Electoral Tribunal subsequently taking steps such as bolstering online resources for women who experience abuses as well as for authorities responsible for responding to them.



KYRGYZSTAN

A new world of digital technologies is helping to improve public services and close long-standing gaps in human rights protections, including in the response to domestic violence. With UNDP's support and in line with new national legislation, **Kyrgyzstan** has developed training materials on preventing domestic violence, and provided courses for 500 police officers, 20 judges and 100 lawyers. To support sustainable dissemination and uptake, training materials were digitalized and posted online, a first for law enforcement. UNDP helped formulate a national commitment to further expanding digital infrastructure for the judiciary and law enforcement as part of national reporting under the Convention on All Forms of Discrimination against Women. In addition, girls with a passion for IT helped develop a mobile app for a 112-hotline number for survivors of gender-based and sexual violence.

Online courses for the general public on gender and gender-based violence were also devised, with a potential audience of 5 million people. UNDP partnered with a prominent local fashion designer to produce traditional outfits worn by historically significant women and modelled by women survivors of violence at the World Nomad Games. The event was broadcast to 500 million people globally, and resulted in a popular media platform for youth, Bilesingbi.kg, widely disseminating articles, questions and answers, and posts on gender-based violence through its social networks.

ENHANCING STRATEGIES ON PREVENTION OF GENDER-BASED VIOLENCE

To generate new evidence on effective strategies to prevent gender-based violence, which is critical to realizing women's rights and the achievement of a number of the Sustainable Development Goals, UNDP has supported pilot programmes in seven countries: **Bhutan, Indonesia, Iraq, Lebanon, Moldova, Peru** and **Uganda**. Within the framework of the global project “Ending Gender-based Violence and Achieving the Sustainable Development Goals”, each country pilot builds on rigorous analysis and formative research, applies participatory programme design and pursues innovative approaches.

In **Moldova**, a human-centred design process engaged survivors and service providers to develop a women's “safe space”, which will provide psychosocial support services, along with peer support and livelihoods training. The centre is the first of its kind in a marginalized region of the country that formerly lacked any assistance services for survivors. In **Bhutan**, social innovation camps will engage youth in identifying solutions to end gender-based violence and foster active citizenship. In **Peru**, multiple methodologies—including a mapping of SDG indicators, a network of women leaders, a radio programme and cooperation with cultural organizations to develop violence-free artwork for community spaces—are reshaping social norms and their manifestations in public and private spaces.

One of UNDP's primary goals is to translate new evidence into programme, policy and advocacy tools that decision makers at local, national and international levels can use to take practical actions. One early example has been research confirming the strong potential of livelihoods programming to reduce violence against refugee and displaced women in the **Iraq** and **Syria** crises.

Costing and assessments of value for money are providing insights into the costs and benefits of the interventions, in terms of prevention; women's economic empowerment, health and education; and social cohesion more broadly. Several pilots have begun to develop the capacities of local partners, such as through gender-sensitivity training of the enumerators of the Livelihoods, Market and Gender Study in **Uganda**, who have gained knowledge of World Health Organization guidelines on ethical data collection on gender-based violence.

One of the most innovative aspects of the pilots is the integration of measures to prevent and respond to gender-based violence in wider sectoral interventions. In **Uganda**, for example, UNDP has partnered with the Ministry of Water and Environment to ensure that the adaptation actions of an ongoing Green Climate Fund project include sensitization on gender-based violence and related essential services. In **Lebanon**, an ongoing livelihood project features specific actions to prevent violence. These interventions show how a relatively small infusion of funds and technical expertise can achieve multiple goals.



Marching for women's equality, Villa El Salvador, Peru
Credit: UNDP

IMPROVING THE QUALITY OF ELECTORAL PROCESSES

Through electoral processes, UNDP helps countries deepen practices of inclusive, transparent and accountable governance.

GUINEA BISSAU

In Gabu, **Guinea Bissau**, UNDP leveraged a basket of funds from international donors for election preparations, complemented, for the first time, by domestic electoral financing. The process enabled the registration of over 760,000 voters and the acquisition of 400 biometric voter registration kits. A central server was established to manage all voter registration data. Civic education campaigns paid focused attention to reaching women, people with disabilities and the elderly, as well as those living in remote areas, equipping them with information to successfully register to vote. Mobilizing civil society organizations and traditional leaders in rural communities helped ensure no one was left out.

NIGERIA

In **Nigeria**, a national Election Partners Coordination Forum linked and leveraged the contributions of several organizations, including UNDP, towards ensuring electoral integrity and democratic empowerment in the gubernatorial elections in Ekiti and Osun states. UNDP played a leading role in assisting the Independent National Electoral Commission to improve transparency and accountability, and promptly detect electoral-related human right abuses through the deployment of 150 election observers. Other UNDP support assisted with media programmes that championed women's right to equality in the political process, including through catchy radio and television jingles encouraging women as candidates and active voters. Complementary workshops trained journalists on gender-responsive and conflict-sensitive reporting. UNDP's support facilitated the drafting of the Women's Participation in Elections Support Bill in collaboration with women in Parliament and the National Human Rights Commission (NHRC), which if passed, will require 33 percent of all political and appointive offices for women.

GUATEMALA

Leading up to elections in **Guatemala**, UNDP assisted the Supreme Electoral Tribunal in strengthening electoral planning by addressing gaps in public outreach and communications capacities. In rural areas and among indigenous communities, the "Empadrónate" ("Register") campaign used targeted materials, designed in partnership with the Guatemala Federation of Radio Schools, to spread understanding of democratic values and rights under the law.

HONDURAS

Against a backdrop of recent electoral violence, and as part of a strategy to prevent the risk of conflict continuing to flare, UNDP helped **Honduras** set in motion a political dialogue mechanism that brought together the main political forces as well as key international observers. They developed consensus on a methodology to sustain the talks and resolve differences peacefully. The methodology contains guiding principles, a code of conduct, clearly defined roles and responsibilities for political players, methodological tools and operational rules.



Quinara Civic Animators conducting civic education activities in a village on the outskirts of Catio
Credit: UNDP/UNIOGIBIS hat) is: Deryck Fritz

AN ELECTION BECOMES A TURNING POINT FOR UPHOLDING HUMAN RIGHTS

Elections in **Zimbabwe** in 2018 marked a point of political transition and an opportunity to advance electoral justice and human rights, including through strengthening national human rights institutions to expand access to justice and combat discrimination. For the first time, the national Human Rights Commission conducted a human rights awareness campaign. Supported by UNDP, the “My vote, my right, my choice” campaign covered all 10 provinces and targeted rural populations vulnerable to political intimidation, manipulation and violence. Provincial dialogue sessions organized by the Commission drew together local authorities, traditional leaders, electoral officials, police, churches, civil society and the business community to underscore their obligations to uphold good electoral practices. Radio Zimbabwe, with a reach of 8 million listeners, broadcast regular interviews on issues such as electoral rights and remedies for violations.

Deployment of human rights monitoring teams in at-risk communities as well as monitoring reports—informed by specialized tools tailored to political parties, the nomination court, polling day and other dimensions of the electoral cycle—shaped public engagement and outreach before, during and after the elections. Referral mechanisms drew on links with other national commissions and civil society to register over 100 cases where electoral rules had been broken. Five post-election investigations took place in three provinces to ensure the resolution of complaints, including on cases of gender-based violence against women politicians.

UNDP supported training for over 1,500 police as well as prosecutors and magistrates on resolving electoral disputes, underscoring human rights, gender responsiveness and recent amendments to the Electoral Act on electoral offences. A human rights manual for the police was revised and a police pocket book developed, to reinforce a vision of community policing responsive to people and in line with their right to justice.



Voter registration
Credit: UNDP

DEVELOPING PARLIAMENTARY CAPACITIES



TUNISIA

Effective and accountable lawmaking, oversight and representation depend on a well-functioning national legislature. UNDP supports countries in moving towards that goal by identifying and closing remaining gaps in legislative capacities. In **Tunisia**, UNDP helped the Assembly of the Representatives of the People develop capacities on multiple fronts, such as through establishing a strategic institutional development plan and convening a network of high-level experts to support legal analysis of draft legislation. In 2018, around 1,100 members of Parliament and the parliamentary administration took part in sessions to improve oversight, communication and legislative drafting, while parliamentary study days provided opportunities to debate draft laws that would optimize assistance for the poor and advance corporate social responsibility.

A strong partnership with UN Women resulted in the creation of the Parliamentary Women’s Caucus and an amendment to the draft budget law introducing gender-sensitive budgeting. Towards greater citizen engagement, parliamentarians adopted a charter to guide interactions with civil society, and set up a new digital platform where citizens can comment on draft legislation and engage with legislators. A partnership with the Office of the High Commissioner for Human Rights will support parliamentarians with training and analytical tools to review and adopt inclusive legislation on disabilities in line with the Tunisian Constitution as well as the Convention on the Rights of Persons with Disabilities.



JORDAN

To develop parliamentary capacities related to the SDGs in **Jordan**, UNDP helped significantly expand awareness of the goals through introductory sessions for over a fifth of all parliamentarians, including more than half the chairs of parliamentary committees and 39 parliamentary staff. A Parliamentary Working Group on the SDGs has been established, and Parliament is now tracking its SDG-related activities. One initial step has been a review of the national economic growth plan, which defined concrete recommendations to make growth more equitable and inclusive, and in line with the accelerated achievement of the 2030 Agenda. The project has also prioritized the parliamentary engagement of youth, including in a national workshop on anti-corruption and the impact of the income tax law on economic development. The workshop brought together over 200 students at the University of Yarmouk, garnering broad media coverage.



SERBIA

Serbia has achieved a series of milestones in embedding the SDGs in national policy through a UNDP-supported cross-party parliamentary caucus on the goals. The caucus successfully backed amendment of the budget law to support an inter-ministerial working group that will lead implementation efforts. Amendments to the Law on Local Self-government bolstered SDG oversight at the local level, and members of local assemblies convened in a first annual conference to develop their SDG awareness. To track progress and engage the public, a new national web portal offers data visualizations drawn directly from the national statistics office.



Local Assemblies conference in Novi Sad
Credit: UNDP Serbia, Rea Mucovic

TAKING A STAND AGAINST CORRUPTION



IRAQ

In **Iraq**, UNDP has stood behind efforts to stem corruption in the public sector through institutionalizing an innovative prevention approach focused on systematically closing loopholes in administrative, financial and procurement procedures. In the health and customs sectors, 24 officials trained on corruption risk assessment have developed measures to curtail risks in procurement and business registration.

Assistance has also helped audit and investigative government bodies build capacities to effectively respond to corruption allegations. In 2018, national investigators acted on 28 complex, high-profile corruption cases with the support of three international investigators to upgrade investigations in line with international standards. A task force was established to fast track the most critical cases. At the Board of Supreme Audit, 20 auditors learned new forensic techniques combining accounting knowledge with investigative skills, while the role of the Inspector General offices was standardized and strengthened. An inter-ministerial committee with a clear mandate and operating procedure was created to lead national asset recovery efforts.

The 2018 annual report of Iraq's Integrity Commission demonstrated how these efforts are contributing to tangible results. Corrective anti-corruption measures were taken on 644 projects implemented by different ministries in 2018. Recovered assets and public funds reached an estimated \$1.4 billion, a 70 percent increase over 2017. Next steps include the rollout of the Anti-Corruption National Index as an annual exercise to review corruption prevention across public institutions.

EXPANDING ACCESS TO JUSTICE



NEPAL

As **Nepal** shifts to a federal system of government, UNDP has provided training and tools for 200 mediators to support newly established local judicial committees and ward level mediation centres in resolving community disputes. Knowledge resources and procedural frameworks have guided steps towards the full operation of the committees, while outreach campaigns have made 50,000 people, particularly in marginalized communities, aware of how the committees can help uphold their legal rights. In 12 districts across three provinces, coordination mechanisms now link local and district judicial committees, taking up issues such as the interface between local committees and district courts. Nationally, Parliament adopted pro bono guidelines for lawyers as part of increasing access to high-quality free legal aid.

MANAGING CONFLICTS PEACEFULLY, ADDRESSING ROOT CAUSES



BANGLADESH

For countries facing emerging and recurring conflicts and tensions, inclusive mechanisms need to be in place to systematically encourage peaceful management and eventual resolution. **Bangladesh** has long been a relatively peaceful country but it faces pressures from the rapid influx of Rohingya refugees from Myanmar. Many have arrived in areas of Bangladesh where poverty is severe and environmental vulnerability is acute, producing rising social tensions. Working with local authorities, UNDP has helped develop mediation and youth forums, where members are trained on how to foster community cohesion and resolve disputes. Community police forums now have over 1,200 members from diverse communities and backgrounds, helping to improve security and encourage peaceful co-existence.



MOLDOVA

UNDP has played a leading role in backing confidence-building measures across the conflict divide in **Moldova**. In 2018, a Transnistrian dialogues project began shaping a community of local conflict resolution leaders from both banks of the Dniester/Nistru River. Sixty experts, influencers, journalists, civil society actors and representatives of intellectual circles came together in a platform representing various ethnic and linguistic groups and all age groups, with roughly equal numbers of women and men.

The platform provides the first opportunity for open dialogue and a free exchange of opinions not only between the two banks of the river, but also among groups from each bank. This alternative to typically negative and mistrustful public discourse on both banks has fostered a more benign environment around the settlement process, and has been widely and positively covered by the media. As a further measure, UNDP has provided small grants so that civil society activists and media professionals from both banks can work together on projects such as cultural cooperation, the reduction of common stereotypes, and promotion of tourism.

PROVIDING EXPERT ADVICE ON PEACE AND PREVENTION

For the last 15 years, UNDP and the **UN Department of Political and Peacebuilding Affairs** have worked in close partnership on a joint global programme to build capacities for conflict prevention. A vital part of the programme is the cadre of 49 Peace and Development Advisors (PDAs). Across over 70 countries in 2018, they provided a unique mix of political acumen and development expertise, helping UN Resident Coordinators, UN country teams and national stakeholders develop local capacities for peacebuilding and conflict prevention through dialogue, mediation, social cohesion and national institutions.

In 2018, they accompanied key preventive diplomacy initiatives and social cohesion efforts in countries such as **Guinea, Guyana, the Maldives and Moldova**. They led reconciliation initiatives in **Bosnia and Herzegovina, El Salvador and Sri Lanka**, and strengthened national peace architectures in **Nigeria, Uganda and Zimbabwe**.

In **Liberia** and the **Solomon Islands**, they supported dialogue and mediation efforts in land conflicts, deploying the much-needed soft skills that promote dialogue, trust and consensus-building. Other key initiatives entailed joint conflict analysis, conflict-sensitive programming and strategic leadership on conflict prevention within UN country teams.

A close relationship with the **UN Peacebuilding Support Office** has translated the expert analyses of the advisors into the design and management of peacebuilding projects in 27 countries. In some contexts, the advisors have also demonstrated their value by supporting enhanced collaboration between the United Nations and the World Bank, a key priority for the years to come.



SURINAME

Against a backdrop of financial and economic crisis, UNDP has helped people in **Suriname** mitigate shocks and address challenges in practical ways such as by digitizing social housing records. This ensures transparency and accuracy in reaching low-income groups most vulnerable to crisis and cultivates confidence that the system is fair. Another area of focus has been the natural resources sector, a driver of the Surinamese economy, but also a locus of disputes linked to land tenure, mining concessions and indigenous rights. UNDP helped connect gold miners, women's organizations, traditional leaders, representatives of civil society and government representatives to agree on a strategy for early warning of conflicts on the gold fields. It will inform quick responses before tensions escalate.



PHILIPPINES

After conflicts come to a close, impetus for people to come together around more cohesive, inclusive societies can come through opportunities to recover and rebuild their lives and invest in a shared future. In the Bangsamoro region of the **Philippines**, many of the 10,000 people displaced by the 2017 Marawi conflict have suffered multiple forms of deprivation and vulnerability. UNDP assisted in extending cash transfers to accelerate recovery, applying principles of financial inclusion, gender equality and Islamic finance. This gave beneficiaries control over their finances and choices in meeting immediate needs. Activities supporting women's economic and financial empowerment included seminars on financial literacy and household financial management. To sustain support for restoring social cohesion and restarting inclusive development, one provincial government, Lanao del Sur, has expressed keen interest in adopting digital financial technologies, gender equality standards and Islamic finance in its cash-based programmes.



LIBERIA

In **Liberia**, an analysis of the drivers of conflict and the links to poverty and vulnerability guided UNDP-supported conflict resolution training. In four counties, 26 communities and 725 women, young people and members of disadvantaged communities learned to identify and resolve local conflicts, and engage as advocates with local and national leaders, plus traditional and faith-based organizations. At the same time, to improve their livelihoods and economic prospects, they gained skills to start and grow businesses. Additional support helped them access loans, and in some cases, capital equipment for agribusinesses. Separate coaching sessions for women and girls focused on the specific barriers they face, including entrenched traditional and often harmful practices. Better understanding of how to work together to overcome these has helped women's groups to empower themselves, and expand their roles in community dialogue and decision-making.



Sports for peace and social cohesion
Credit: UNDP

SPOTLIGHT ON THE SAHEL: INTEGRATED SOLUTIONS TO LONGSTANDING INSTABILITY

The Sahel region has faced protracted instability and violence, deep-seated poverty, and the compounding crises of desertification and drought. Restoring peace and putting development on an upward trajectory largely depends on multifaceted solutions that reach diverse population groups, particularly those most at risk of conflict and other setbacks. UNDP takes this approach through combined investments from across its Funding Windows. It is helping the countries of the Sahel pursue more inclusive political processes, establish mechanisms to prevent and peacefully manage conflict, and build resilience, particularly among vulnerable women, youth and other marginalized groups.

Mali's presidential election in mid-2018 took place during the implementation of a peace agreement. UNDP supported the deployment of electoral advisors across 11 governorates and the training of 65 electoral technicians. Civil society and media houses were mobilized to sensitize the public around the elections as a peaceful democratic exercise, encouraging a participation rate of 42 percent despite a still precarious security situation. Targeted communications around voting practices helped reduce the rate of unmarked ballots by over half between the first and second rounds of the poll.

Complementary peacebuilding work took place in the Liptako-Gourma region, which straddles the common borders of **Burkina Faso, Mali** and **Niger**. Long the epicentre of conflict-related crisis in the Sahel, the region has seen repeated attacks by radical groups. With UNDP support, municipal authorities and members of the security forces from all three countries have defined cross-border mechanisms that work within communities to staunch radicalization, including through women trained to take part in community watch and early warning mechanisms. Dialogue sessions between young people and local and customary authorities in Mali took up challenges related to sociopolitical marginalization and security, and during a three-day caravan of peace along the border with Niger, 100 youth spread messages of peace and national reconciliation.

UNDP also joined the Ministry of Youth, Employment and Citizen Construction in **Mali** to train 200 young people in smaller municipalities and rural areas who are at risk of enlistment by extremist groups. They learned skills such as metal fabrication, agri-food processing and the repair of motors. Three young people took part in a Youth Connekt conference in 2018 in Rwanda, and subsequently agreed to set up a chapter of Youth Connekt in Mali to encourage start-ups and innovation incubators.

In 30 rural municipalities along Burkina Faso's border with **Mali** that have been most exposed to radicalization and violent extremism, UNDP has worked with local leaders and social affairs services to identify vulnerable young men and women, and define rebuilding projects for local infrastructure essential to disaster risk reduction. More than 600 young people have been recruited to work on reconstruction, while grants and training for women's and youth community associations have helped them establish small enterprises. Both efforts provide income and exposure to alternative paths into adulthood. Complementary measures have included training gendarmes and police on respecting human rights and gender equality, while combatting violent extremism. Better understanding of community policing improves protection and security in vulnerable communities.

In **Mauritania**, UNDP assisted the national electoral commission to develop election-related laws and regulations reflecting recent constitutional amendments, including through an exchange of experiences with a sister commission in Benin. Other initiatives, cutting across the electoral process as a whole, have improved election data management, helped women and young people to run as candidates, raised public awareness of conflict resolution mechanisms to support peaceful polling, and trained 100 journalists on a code of professional ethics. UNDP has also assisted new legislators to understand their mandates through a parliamentary guide. As part of preventing violent extremism, civic education for 60 youth leaders from Nouakchott, the capital, and several other urban areas improved knowledge of citizenship rights and roles, and participation in public decision-making.

In the south-eastern district of Bassikounou, where the flow of refugees from across the border with Mali has effectively doubled the population, building the foundations of a peaceful democracy largely depends on local communities being able to resolve conflicts with refugees, such as those around water and grazing for livestock. Given an absence of local legal mechanisms, UNDP trained 120 members from 52 village committees on conflict prevention and resolution. A Youth Listening Centre in the town of Néma, located in the same region, has provided young people with space to organize against radicalization and violent extremism, gain exposure to technology and the internet, and take part in cultural activities.

Other activities along the border have included setting up a community radio in Bassikounou that reaches 120,000 people with messages around social cohesion and peaceful means of conflict resolution. A major awareness-raising campaign on the dangers of small arms and light weapons reached 58 villages, 45 nomadic camps and a total of 35,000 people, primarily in poor communities. Training and equipment for 56 members of the security and defense forces have enhanced border control and management.

To help stabilize the local economy, UNDP has supported women and youth to establish community shops serving over 5,700 people with affordably priced goods, and providing shopkeepers with a new source of income. Nomadic people, both host populations and refugees, have benefited from the construction of 4 vaccination parks to sustain a population of 44,000 cattle. Through hydraulic systems in four villages, 2,650 people and 3,650 cattle now have potable water to drink.

As part of preparing for elections in **Chad**, UNDP supported elaboration of an electoral code, an audit to update the electoral register, and a gender strategy aimed at women's expanded participation in parliamentary and municipal polls. In regions with large numbers of internally displaced people and refugees, training has helped women emerge as leaders and organizers of community efforts to stem violent extremism, while also gaining livelihood skills.

Niger's multiple sources of acute vulnerability fuel frequent crises, which is why UNDP is working with national authorities to develop strong links among humanitarian, development and peacebuilding interventions. UNDP also demonstrates how to integrate these issues on the ground, such as in the department of Falmey, which is vulnerable to food shortfalls.

Higher agricultural productivity stemmed from distributing 25 tonnes of rainfed seeds to 6,430 producing households, as well as 15 tons in agricultural inputs. Close and continuous advice on farming techniques and the rational use of inputs has been provided by departmental and communal technical services.

To cope with the loss of rainfed production, the project supported off-season production and increased vegetable production, mainly among women, in addition to helping to drill boreholes with pumps operated by a photovoltaic power supply and a water storage mechanism. Around 200 women were trained in market gardening techniques and business management, and assisted in accessing credit lines for agricultural inputs and small equipment. These supports improved vegetable production, generated income, and bolstered food security for about 1,200 people.

In three regions of **Niger** most affected by flooding in 2018 Dosso, Maradi and Niamey, UNDP guided a needs assessment and recovery plan putting a strong focus on gender and vulnerability. Among beneficiaries targeted for assistance, 83 percent were women, mainly those who were elderly or heads of households. Other activities aided the removal of 20,000 tonnes of waste and the creation of over 10,600 temporary jobs in debris management, the majority performed by women.

Niger has some of the worst gender inequalities in Africa, yet a decentralization process offers hope to redress gender barriers on the local level through municipal plans and investments. UNDP has supported local authorities in two pilot municipalities, Ouallam and Birni Ngaouré, to develop gender-sensitive plans and budgets. Activities taking place as a result include the development of market gardening sites and the modernization of markets to sell women's products, which improved income for over 540 women vendors and other beneficiaries.

Both municipalities are headed by women—part of a cohort of only 9 women mayors out of 266 in the country. The project has helped them demonstrate their leadership and ability to manage despite a context of scarce resources, including through new infrastructure such as municipal meeting rooms that can be rented for income. This has marked the first time that either municipality could carry out large-scale work to improve local living conditions, and has led several mayors from other municipalities to request UNDP support for similar activities.



Koumba Gouro vendeuse de lait, 27 ans, Bandiagara, Pays Dogo, Région de Mopti-Mali.
Credit: UNDP. Harandane Dicko

V. CLIMATE CHANGE AND DISASTER RISK REDUCTION

The risk of disaster is acute in many parts of the world and growing ever more so as a result of climate change. In the last 20 years, disasters have cost more than \$2 trillion and affected over 4.4 billion people. While natural disasters often cannot be stopped, people who can skillfully manage their risks have a far better chance of surviving and recovering.

Through the Climate Change and Disaster Risk Reduction Window, UNDP helps countries manage the multiple, interconnected risks related to climate shifts and exacerbated by unsustainable patterns of development. It backs national actions to mitigate and adapt to climate change, reduce disaster threats and extend access to clean energy. If disaster strikes, UNDP supports prompt actions to integrate risk reduction as essential to more resilient recovery.



MANAGING CLIMATE CHANGE

As part of implementing the Paris Agreement on climate change, all signatory countries have defined nationally determined contributions, or NDCs. In 2018, UNDP's global NDC Support Programme helped 13 countries develop or improve planning to advance climate action and prepare to engage in international forums such as the Conference of Parties under the UN Framework Convention on Climate Change. A global workshop assisted in integrating gender dimensions in NDC planning and implementation while facilitating South-South exchanges. Many programme countries are innovatively tackling complex climate issues under a framework of national development priorities that simultaneously advances progress on the 2030 Agenda and the SDGs.



During the year, **Ghana** and **Kenya** adopted detailed implementation plans in an effort to translate existing broad commitments into concrete actions on the ground. **Colombia** integrated climate goals and indicators in its National Development Plan. Towards an improved regulatory framework, **Chile** began formulating a Climate Change Law, while **Costa Rica** issued several executive decrees to accelerate energy efficiency and come closer to a stated goal of carbon neutrality by 2021. **Peru** standardized the economic evaluation of mitigation measures, and defined 32 mitigation actions for energy, agriculture, waste, industrial processes and forest sectors, while simultaneously establishing a national platform for broad and inclusive stakeholder engagement.

Kenya began the establishment of a Climate Change Fund along with regulations to operationalize it, while Costa Rica and **Morocco** initiated investment and financial flow assessments. Engaging the private sector has been a priority in many countries, such as **Uganda**, where the Government organized dialogues with the Private Sector Foundation of Uganda to discuss how business can invest in priority mitigation actions and support increased access to finance. The **Philippines** is actively and publicly calling on private businesses to reduce to their carbon footprint and providing guidance on how to do so.



Strengthening the resilience of vulnerable agriculture-based rural communities in Mindanao
Credit: UNDP Philippines



Ecuador, **Ghana**, the **Philippines**, **Uganda** and **Zambia** began conducting social inclusion analyses to ensure that priority mitigation and adaptation actions benefit vulnerable groups. Preparatory work for mitigation actions in **Lao People's Democratic Republic** and **Vanuatu** included feasibility studies for solar mini-grids as part of plans to increase electricity access in rural communities. Colombia is incorporating climate resilience in long-term strategies as a way of cushioning the impacts that vulnerable people are certain to face in a changing climate. In the Philippines, the Climate Change Commission and the Philippines Commission on Women agreed to collaborate on making climate actions responsive to gender constructs. Kenya has included a gender equality approach to climate technologies and innovation in the private sector, such as by targeting women and youth as drivers of commercializing clean technology. In **Zambia**, the Ministry of Lands and Natural Resources is partnering with the Ministry of Gender in integrating the Climate Change Gender Action Plan in NDC planning.

STRENGTHENING CAPACITIES FOR RESILIENCE AND RECOVERY

Destructive hurricanes in the **Caribbean** in 2017 propelled a regional drive to develop disaster resilience and recovery measures, guided by evidence-based assessments and tools for development planning that are responsive to gender and informed by risk. In 2018, governments and regional institutions, supported by UNDP and other development partners, launched the Caribbean Resilient Recovery Facility programme to provide strategic support under the leadership of CARICOM. The programme will help build national and regional capacities, and explore innovative means of financing, coupled with advocacy for debt relief and concessional financing.



DOMINICA

UNDP supported a scoping study on the blue economy in **Dominica**, which addressed key issues of concern across the region, namely, key economic sectors that rely on an increasingly fragile marine environment such as tourism, fisheries, and ports and shipping. The study demonstrated the potential of a new vision that supports economic development, and maintains healthy and productive oceans. The analysis has fed into a UNDP Accelerator Lab on the blue economy, which will focus on innovating blue economy solutions at the community level.

VI. EMERGENCY DEVELOPMENT RESPONSE TO CRISIS AND RECOVERY

The 2030 Development Agenda highlights how the increasing frequency and intensity of natural disasters, spiraling conflict, violent extremism, terrorism and related humanitarian crises, and forced displacement of people, constitute shocks that can reverse decades of development gains, most notably in the poorest and most vulnerable countries.

The Emergency Development Response to Crisis and Recovery window allows UNDP to provide a robust, efficient, predictable and immediate response to crisis and recovery. UNDP incorporates resilience-building into all aspects of response and recovery, working closely with humanitarian and peacebuilding actors. Restoring depleted assets, livelihoods and community services helps affected countries resume, as rapidly as possible, their normal development path. In building back better, they take important steps to insulate themselves from future crises.



RESPONDING TO CRISIS



TONGA

UNDP stresses the building of national capacities as an essential element of responding to and recovering from crisis. When Tropical Cyclone Gita hit **Tonga** in early 2018, it destroyed the Parliamentary Chambers. Through its regional Pacific Parliamentary Effectiveness Initiative Programme, UNDP mobilized parliaments in Fiji and New Zealand, as well as national and subnational parliaments of Australia to lend equipment needed to restore parliamentary operations in just 19 days. Crucial sittings in March and May of 2018 discussed damages affecting 70 percent of the population and amounting to 38 percent of GDP. In a democratic and accountable manner, parliamentarians gauged the views and needs of the people, reviewed and amended laws to facilitate disaster recovery efforts, and provided oversight of the Government-led recovery response.

After initial emergency support, additional UNDP contributions included providing a new delegate system for the parliamentary chambers, comprising microphones and an audio system, a complete Hansard solution, audio and video recording equipment, and IT servers. With a view to sustained support for democratic governance in Tonga, training and a strategic plan for information technology guided the proper use of equipment. New mobile apps for members of Parliament and staff are helping them nurture closer long-term links to constituencies.

FORGING LINKS BETWEEN RESPONSE AND RECOVERY



MEXICO

Empowering marginalized groups through access to essential services and livelihoods accelerates the passage from the immediate aftermath of a crisis to longer term recovery. In **Mexico**, some of the localities most affected by the 2017 earthquakes requested UNDP technical assistance with early recovery, capacity-building and economic reactivation. In the states of Morelos, Puebla and Oaxaca, UNDP collaborated with subnational authorities, civil society and the private sector to restore livelihoods and strengthen local authorities' capacities for recovery planning and coordination. The process resulted in the creation of state and local recovery plans, the training of over 260 civil servants from four institutions on early recovery strategies, the establishment of temporary employment programmes, and the restoration of housing and business assets, including traditional ovens used by indigenous women, based on construction techniques that will lower future risks from earthquakes.



VIET NAM

Evidence-based assessments and planning tools make links between crisis response and recovery more targeted and impactful. In **Viet Nam**, in the wake of Typhoon Damrey, UNDP helped adapt the globally accepted methodology for post-disaster needs assessments to national priorities, and introduced principles for resilient recovery, including through the adoption of 'building back better' practices in the heavily affected housing sector. The assessment triggered a contribution of nearly \$1 million in additional donor funds to restore hundreds of affected houses in three provinces, benefitting 1,400 people.

Like many countries, Viet Nam has traditionally emphasized emergency response and humanitarian assistance, rather than recovery and restoration of social services and protection. To raise understanding of the importance of well-orchestrated recovery, UNDP provided training for provincial, district and commune authorities. A national conference on disaster recovery frameworks drew together 120 officers representing ministries, provinces and media agencies. These experiences fed into a decision by the Government of Viet Nam to revise its existing disaster risk management law to better incorporate disaster recovery and rehabilitation, and to develop a dedicated decree on disaster recovery.



DOMINICA

A number of countries in the Caribbean turned to UNDP to help accelerate recovery in the wake of Hurricanes Irma and Maria. **Dominica** pioneered geospatial data collection and analysis as part of a comprehensive building damage assessment conducted in collaboration with the Microsoft Corporation and the Ministry of Housing and Lands. The process relied on over 150 field assessors who used a four-colour categorization method to track degrees of damage on nearly 30,000 structures. This helped the Government map spatial patterns of destruction and assisted in prioritizing post-hurricane repairs, including through a roof reconstruction programme for households most in need. The assessment yielded a repository of data supporting future risk mitigation actions, preparedness planning, and social protection decision-making. It also provided a compelling reaffirmation of the vulnerability of poor families living in shoddily built houses.



CUBA

In **Cuba**, post-hurricane measures helped develop local capacities to manage recovery and reduce the risks of future hazards. UNDP worked with national and local authorities and local industries to produce more risk-adapted roofing materials; it also trained 10 municipal brigades responsible for installation. In two of the most affected municipalities, 950 people in vulnerable households benefited from new techniques to install roofs that are light but also strong and safe. Training for provincial and municipal managers and industry managers and operators equipped them to oversee assembly of the roofs and monitor issues such as the consumption rate of raw materials. In the future, if disaster strikes, local solutions will be more readily available to help people in need.



HAITI

In **Haiti**, empowering marginalized groups by developing productive capacities and livelihoods has spurred continued recovery from Hurricane Matthew. UNDP helped create income-generating opportunities for 4,800 people over 10-day periods, injecting much needed cash as remuneration for waste and debris removal, the rehabilitation of access roads and agricultural land, and the reconstruction of small community infrastructure, among other essential elements. An emphasis on involving women in the programme has encouraged many to move into leadership roles in their communities, in addition to ensuring they can live in dignity and meet essential needs.

MANAGING RISKS, REACHING THE MOST VULNERABLE



SRI LANKA

As part of its support for risk-informed policies and plans that limit the impact of natural disasters, UNDP helped **Sri Lanka** develop a recovery policy based on the principle of “build back better.” New guidelines integrate disaster risk reduction into recovery and reconstruction—including for housing, and small and medium enterprises. A database was developed to process National Insurance Trust Fund claims and to inform assistance to households through the National Disaster Relief Services Centre. Workshops on disaster-resilient housing construction engaged more than 800 people enrolled in the National Resettlement Programme; they live in the five districts most affected by floods and landslides in 2017.

To help medium, small and microenterprises build resilience through business continuity plans and higher insurance coverage, UNDP supported national training for 60 government officers from the National Enterprise Development Authority and devised guidelines on business continuity plans. District trainings for entrepreneurs in the informal sector helped over 100 to formulate plans.



RWANDA

Rwanda drew on UNDP expertise to develop comprehensive disaster risk profiles of the five greatest hazards it faces: droughts, floods, landslides, earthquakes and windstorms. The insights gained shaped training for 832 disaster monitors from social services, the Reserve Forces and district disaster management offices on reporting actual or potential disasters. TV and radio programmes on how to manage risks and other awareness campaigns in schools were organized. After the Ngororero District was struck by landslides and heavy rains, UNDP helped rebuild houses and restore two water supply systems, providing safe water for 9,961 people. Construction of an additional system used techniques making it resilient to future landslides and floods.



DJIBOUTI

Since some of the greatest disaster risks are faced by the poor, women, people with disabilities and people who have been displaced, reaching and empowering them defines the reach of risk reduction overall. **Djibouti's** semi-urban area of Damerjog is primarily home to people once involved in nomadic pastoral and livestock-herding activities. As climate change and attendant droughts reduced these livelihood options, residents settled in Damerjog, but they had few other skills, leaving the community facing a grim future.

Work with community groups has helped define their most pressing needs, such as for water and sanitation, health care, energy, and housing. This led to establishing a mobile health clinic and a system to deliver water, with the latter accompanied by training for local youth on how to maintain it. Local women learned to sensitize their neighbours on the importance of hygiene, and 40 public latrines were constructed. Solar kits distributed to each household help ensure a supply of free and clean electricity, while an apprenticeship centre provides continued education for children and young people through evening classes in French, Arabic and English. While people in the community are still living in tents, the Ministry of Housing has worked with community members to develop a master plan to build 650 homes. UNDP has linked up with youth innovators to co-design model houses that are climate resilient and can be easily constructed by the community.



NEPAL

As part of an inclusive response and recovery effort in six flood-affected districts of **Nepal**, UNDP worked with local authorities to select beneficiaries most in need of assistance, including women and members of socially excluded communities. Vegetable seeds and livelihood support went to over 5,800 households, benefiting nearly 32,000 people. Collaboration with local women's groups contributed to identifying different types of seeds and essential services, and brought women into more active roles in municipal development planning.

EASING THE STRAINS IN FRAGILE BORDER COMMUNITIES

In both **Colombia** and **Ecuador**, UNDP has taken part in efforts to respond to acute human vulnerabilities arising in border areas, including through cross-border migration. Towards sustaining peaceful and inclusive societies, risk-informed mechanisms are helping to build consensus and improve social dialogue while ensuring people can meet essential needs.

More than 1.3 million people have streamed into Colombia from Venezuela within a short period, for example, pressuring service delivery and the local labour market. UNDP has supported a process of socioeconomic integration, in line with the priorities of the Colombian Government. It has helped national authorities to develop a framework for assisting municipalities with concentrations of migrants, and to coordinate the efforts of different providers of essential services, such as for health care, education, livelihoods, human rights protections and the prevention of human trafficking.

Other assistance has aided local governments, primarily Norte de Santander, La Guajira and Arauca, in articulating a sustained recovery strategy geared towards socioeconomic integration. Local economic development strategies and social cohesion measures have assisted nearly 3,000 Venezuelan migrants as well as returnees displaced at an earlier stage by the conflict in Colombia and vulnerable host communities. Twenty productive units promote migrant employment and entrepreneurship, while two strategic platforms connect more than 40 institutions in sustained efforts to generate livelihood opportunities for migrants and host communities. Four newly created citizen networks play an active part in regular public outreach measures to prevent violence and xenophobia.

Ecuador's northern border area struggles with a confluence of poverty, violence, lack of basic services, unemployment and housing limitations, factors that have encouraged high rates of organized crime and violence. UNDP has helped integrate a "culture of peace" approach in local planning, training both local and national public workers to integrate social protection, human security and sustainable livelihoods priorities to foster stability. Activities to promote inclusive local economic development have encompassed market analysis identifying potentials to better develop the economy of the area, including those that would deliver a significant number of new jobs. Other assistance has convened the Ecuadorian and Colombian Governments for their first combined planning exercise around border integration.

PREVENTING CONFLICT AND BUILDING PEACE



Restoring core government functions and inclusive basic services in the wake of a crisis supports stabilization, durable solutions to displacement and a return to sustainable development. Amid **Syria's** ongoing crisis, UNDP has recognized a need to ensure conflict sensitivity in all its initiatives, building on better understanding of a highly complex, evolving and geographically fragmented conflict. Accordingly, UNDP produced 11 context analysis reports covering different locations. The reports provide a solid understanding of the context of operation for the UN system and its partners in Syria, describing the underlying factors and dynamics of instability and insecurity, considering stakeholders and their areas of influence, and detailing geographical, demographic, historical, administrative and socioeconomic dimensions. Thematic analyses have probed issues such as the conditions of return and reintegration, connectors and dividers, access to justice and prevention of violent extremism. New insights have been widely shared among over 200 staff at UN organizations and partners, with a view towards integrating context sensitivity throughout programming cycles.

In work on social cohesion and community security in the Deir Ezzor, Hassakeh, Raqqa and Eastern Ghouta governorates, local context analysis reports helped define sociopolitical dynamics and challenges based on close engagement with communities, who were able to articulate and prioritize their needs. This shaped early recovery programmes for basic services and livelihoods, and created an atmosphere of credibility and trust that increased community engagement. Initiatives such as common spaces for interaction, engagement with youth, temporary employment opportunities and social awareness campaigns were among activities to advance social cohesion and community security.

In Deir Ezzor, the rehabilitation of basic infrastructure included the removal of 20,000 cubic metres of debris to revitalize a market in an area with a high concentration of internally displaced people and refugee returnees. Over 15,000 people benefited as a result. Another initiative has supported improving agricultural livelihoods for more than 3,800 people. For 1,007 female-headed households, this support encompassed access to irrigation, livestock, emergency job opportunities and vocational training.

In Deir Ezzor, Hassakeh and Eastern Ghouta Rural Damascus, targeted awareness campaigns have informed over 1,000 internally displaced people, women and other marginalized groups of their rights and supportive provisions in justice mechanisms. The campaign covered a wide range of legal topics, focusing in particular on family status law, civil documentation, women's rights and gender equality, and property rights law. Parallel initiatives strengthened alternative dispute resolution and community justice mechanisms, with an emphasis on sensitivity to gender issues and women's rights, and housing and land disputes.



In countries emerging from conflict, stronger national capacities for reconciliation and peaceful management of tensions improve prospects for sustaining stability and restoring development. In communities in **Iraq** most directly affected by ISIL and the massive population displacements it has caused, UNDP helped develop 24 local peace committees that encourage co-existence and social cohesion. Training and a support package with a charter and standard operating procedures have shaped the committees into effective forces for change. Based on the collaborative actions of various local, regional and federal authorities and 12 committees in Anbar, for example, all internally displaced people from the Khalidya camp returned to their homes, and the camp was closed in September 2018. The Falluja committee organized a consultative discussion with 80 youth in the Saqlawya district on preventing violent extremism, and integrated their perspectives in its future workplan.

Further support for the work of the committees has come through a UNDP-backed public awareness campaign mobilizing youth, women, media professionals, Iraqi celebrities, community leaders and others to speak out for social cohesion and community peace, often using creative means, such as "peace talks caravans" and cultural events. A social media platform shares positive stories and visions for peace.

In Diyala, Nineveh and Anbar, three women's groups assisted the peace committees to resolve conflicts of particular concern of women. UNDP training of 116 social workers to support survivors of gender-based violence included equipping 30 in order to chronicle more than 100 experiences from survivors. Their stories are now being used to redesign national protocols for survivor assistance.



ZIMBABWE

In **Zimbabwe**, as part of ensuring a peaceful political transition, UNDP has stood beside the National Peace and Reconciliation Commission to help it anticipate and prevent risks of violence before, during and after elections. Commissioners have acquired experiences, skills and knowledge relevant to their mandate, and held wide-ranging consultations in all 10 provinces to inform a new five-year National Peace and Reconciliation Strategic Plan. Key systems for implementing the strategy have been formed, including committees on victim support, gender and diversity, prevention and non-recurrence, complaints-handling, healing and reconciliation, plus research and knowledge management.

Concurrently, over 160 local peace committees in areas at high risk of violence were revitalized to conduct community peace initiatives to diffuse tensions, act as mediators and provide confidence-building measures. The process led to a pre-election peace pledge endorsed by political parties. Healing and reconciliation are now key priorities in the national Transitional Stabilization Programme (2018-2020).



DEMOCRATIC REPUBLIC OF THE CONGO

In parts of the Kasai provinces of the **Democratic Republic of the Congo**, where inter-community conflicts affect 75 percent of the population, UNDP encourages social cohesion by helping people to rehabilitate common socioeconomic infrastructure. Temporary jobs, micro-projects and other measures have provided income and access to services, including through the restoration of 86 kilometres of agricultural feeder roads. The planting of more than 2,000 fruit trees helps improve nutrition and curtail risks of food insecurity. Dialogues with community leaders, cultural and sporting events, and radio broadcasts have conveyed messages on peaceful coexistence, prevention and peaceful resolution of local conflicts to people across the provinces.



MYANMAR

An integrated, comprehensive approach to peacebuilding by enabling national and local systems and empowering communities is integral to a joint programme with **UN Women** in Rakhine State, **Myanmar**. Under the joint programme, UNDP is working with ministries and parliaments at the union, state and regional levels as well as diverse civil society and development partners. Collaboration with Oxfam and Search for Common Ground is helping local governance institutions improve service delivery. Cash-for-work activities oriented around the rehabilitation of communal infrastructure have been rolled out in four townships.

In 2018, five townships prepared development plans based on participatory planning exercises where community members identified 19 priority development projects that the state government is now funding with \$2 million in grants.

Training for law officers included guidelines on fair trial standards, while three civil society organizations began providing legal services to women and other vulnerable groups, including on sexual and gender-based violence.



Participation in livelihoods activities
Credit: UNDP

TAPPING THE POTENTIAL OF YOUTH



In **Somalia**, UNDP helped support the formation of a National Economic Council and Economic Policy Analysis Unit as bodies vital to steering the economy and implementation of the national development plan. Early research on the investment ‘ecosystem’ informed a new National Investment Promotion Strategy. Work on the policy level has complemented measures to tap the potential of young university graduates to devise innovative solutions to Somalia’s longstanding challenges to peace and development.

Under the “Future Ready” initiative, boot camps have convened young innovators in Hargeisa and Mogadishu, with several later receiving seed funding for the ideas they developed. UNDP has encouraged budding “techpreneurs” to focus on projects aligned to solving problems faced by women, such as the time required to collect firewood and potable water. In Hargeisa, for instance, participants designed a mobile application for providing safe transport for women and girls to markets, schools and other amenities.

At a Social Innovation Challenge in early 2018, young internally displaced people came together to find solutions to the urgent problems faced by Somalia’s large number of internally displaced people and their host communities. A design workshop explored innovations related to access to water, education, safety and security and child care. The incubation of a system of ceramic filters to clean water, among other ideas, is underway.

Following the boot camp in Mogadishu, participants launched the Somali Technology Association Centre, known as SOMTAC, which provides free basic training on web and app development. Mogadishu hosted the first Somali Technology Engineering and Mathematics (STEM) conference in 2018, as well as the first ever Tech Summit, a draw for over 4,500 attendees interested in debating how technology can help Somalia move towards a more hopeful and prosperous future.



University workshop on anti-corruption, Tunisia
Credit: UNDP

VII. CHALLENGES AND LESSONS

2018 marked the third year of operations for the Funding Windows. In line with the principles underlying the 2030 Agenda, projects supported by the Funding Windows consistently demonstrate a commitment to reaching the most vulnerable and marginalized people, with a majority of projects having a dedicated focus on leaving no one behind.

Gender-disaggregated results reported across project outputs reflect not only gender parity targets being met across a wide spectrum of areas of work, but also increasingly aspirational targets for women as leaders and agents-of-change. Since the inception of the Funding Windows, there has been an upward trend in projects explicitly dedicated to gender, referred to as GEN3. At 14 percent of total disbursements, resources dedicated to country offices for GEN3 projects closed in on a target of 15 percent in 2018. Moving forward, efforts will be redoubled to identify quality gender empowerment and equality-focused projects for future support, including through additional guidance and technical accompaniment to strengthen or develop appropriate initiatives.

SOME KEY CHALLENGES AND LESSONS FROM 2018:

Dialogue and stakeholder engagement can improve prospects for community ownership and sustainability. Whether in the context of disaster or emergency response and recovery in Bangladesh or Haiti, or in SDG localization efforts in Indonesia and Mongolia, many projects cited the need for constant communication and multi-stakeholder consultation involving local leaders and counterparts, community-based organizations, police, the judiciary, community members, religious leaders, etc. This supports collective engagement in and ownership of sustainable development efforts. Establishing structures for collaboration, convening inception workshops bringing stakeholders together, and documenting and disseminating information on workshops and meetings were cited as key to building trust, accountability, and planning and management capacities. Empowering women in community committees, for example, was advocated as a useful strategy in bridging gaps in trust.

Physically reaching target groups to facilitate their engagement and inputs remained a challenge. For projects with activities targeted to women and people with disabilities, it was difficult to maximize their participation in workshops. In the Maldives, effective engagement required travelling to the islands of their residence, providing customized programmes including door-to-door sessions, and partnering with civil society organizations in each island community. Freedom of movement in volatile and fragile settings has also presented a challenge, requiring mitigation measures such as shifting activities to areas where it is safer to gather, as was the case for an integrated reconciliation project in Iraq.

The “reading” of context-specific project requirements should be realistic and accurate. Projects have faced some challenges in underestimating complex processes and required timeframes, which hampers implementation. Accurate assessments of project context and requirements and realistic planning are essential. For example, building trust and activating networks, particularly in challenging contexts, takes time—often much more time than expected. The capacities of local civil society partners may be more limited than expected, requiring additional support. This issue may be compounded by the reality of a limited number of local partners with requisite technical capacity, as was experienced under a project on social stabilization in conflict-affected communities in Syria. Capacity mapping of local partners is also critical in defining the implementation schedule.

Delays also stem from procurement processes, which can be prolonged if not well-planned from start to finish. Difficulties can arise in quickly acquiring materials based on required specifications, transporting material and equipment, ensuring local logistical support as well as support from local partners, and training partners on the use and maintenance of equipment and/or transferred technology. In the Caribbean Recovery and Resilience programme, several of these challenges were identified in a timely manner and mitigated.

Realistic expectations for financial resources are critical. When resources are inaccurately forecasted, this puts the project scope at risk. A detailed and realistic resource mapping is key to achieving expected results without compromising intended targets. When envisaged resources are not secured, projects need to be prepared with prioritization plans to maximize results within available resources.

Programmatic risk management should be continuous. From political instability to violence to extreme weather events and other natural disasters, programmatic risk management needs to continue to be thoroughly embedded in UNDP’s programme management. Transitional leadership, for example, continues to be cited as a high risk across many projects. Projects such as one in Zimbabwe that supported the National Peace and Reconciliation Commission recognized that the 2017-2018 leadership transition meant rebuilding relationships with new key interlocutors within the Government, recasting the focus of the project and mobilizing partners around consolidating peace during the transition—including before, during and after elections. As a key lesson learned, the project recognized the need for a more flexible approach to planning and programme implementation, as well as the importance of an ecosystem approach to dealing with multidimensional issues such as peacebuilding.

Robust results reporting is still a work in progress. In general, the quality of reports, while still mixed, has improved. Country, regional and global project reporting became more results-oriented and rich in lessons learned, including through an online reporting tool, now in its second year of use. While there is much less emphasis on reporting pure process details, results attribution and well-articulated results narrative remain a challenge, and a real need for better ‘storytelling’ skills remains.

VIII. LOOKING FORWARD: REVISING THE FUNDING WINDOWS

Sustainable Development
and Poverty Eradication



Governance for Inclusive
and Peaceful Societies



Climate Change and
Disaster Risk Reduction



Emergency Development
Response to Crisis and Recovery



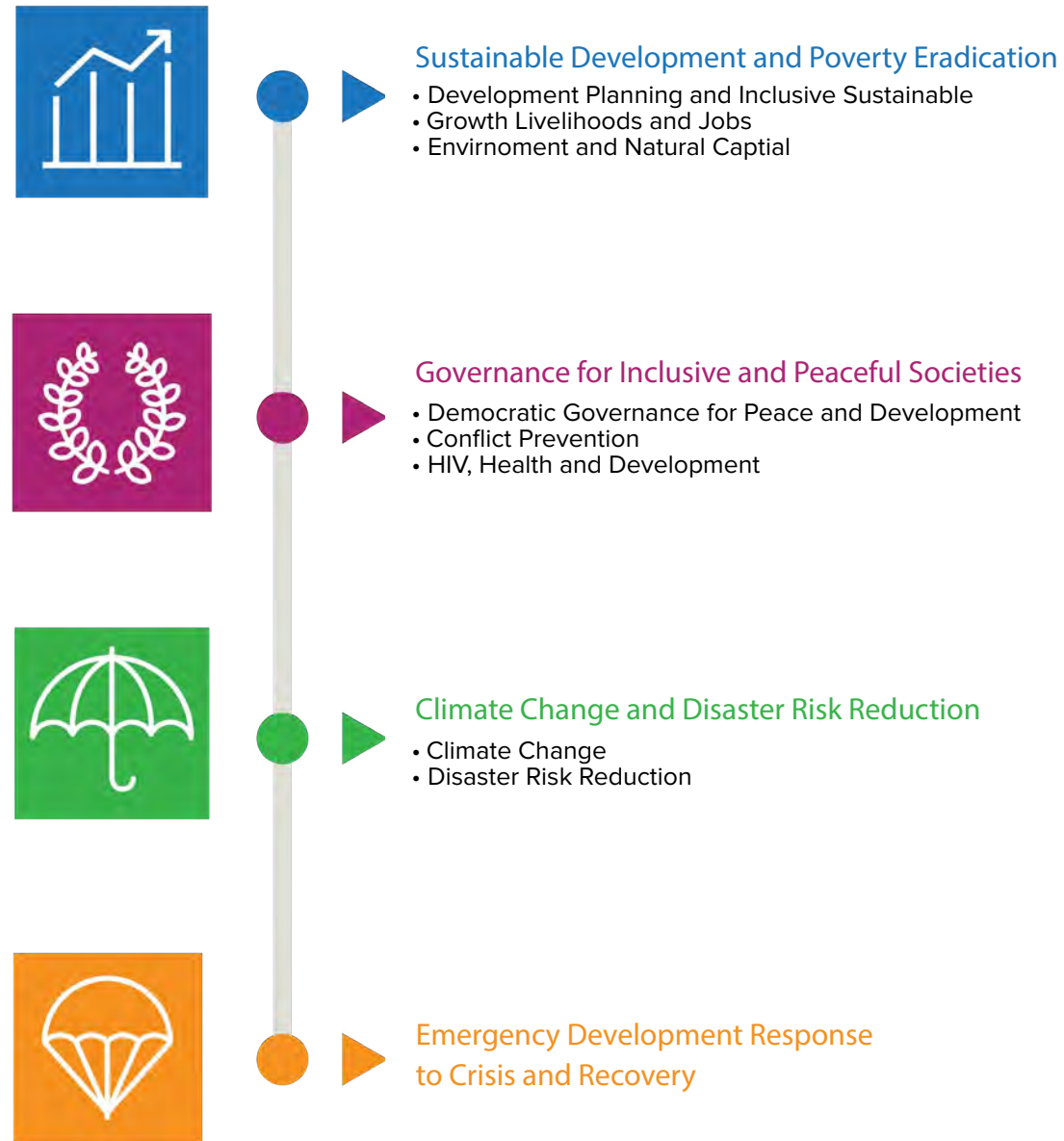
Following the 2018 Funding Windows Advisory Group meeting, UNDP began internal discussions about revising the windows to align better with its 2018-2021 Strategic Plan, as well as contributing partner priorities, and to improve performance based on lessons from the first three years of operation.

A series of internal and external consultations held in early 2019 sought to identify potential options for revising the Funding Windows. Important considerations included partner feedback and scope to leverage the strength of the new Global Policy Network, which is anchored within UNDP's Bureau for Policy and Programme Support and Crisis Bureau.

Consistent technical accompaniment of projects during their development and selection was one area highlighted by technical teams and partners as having strong potential to deliver even greater impact at country level. Closer engagement between UNDP and its partners on policy and substantive issues was also raised, with an emphasis on more deliberate and frequent discussions on priority development issues. Some partners also stipulated the need to direct contributions towards specific priority areas or projects. The imperative for greater ownership of the Funding Windows across the organization was also acknowledged, especially as it relates to advocacy and resource mobilization.

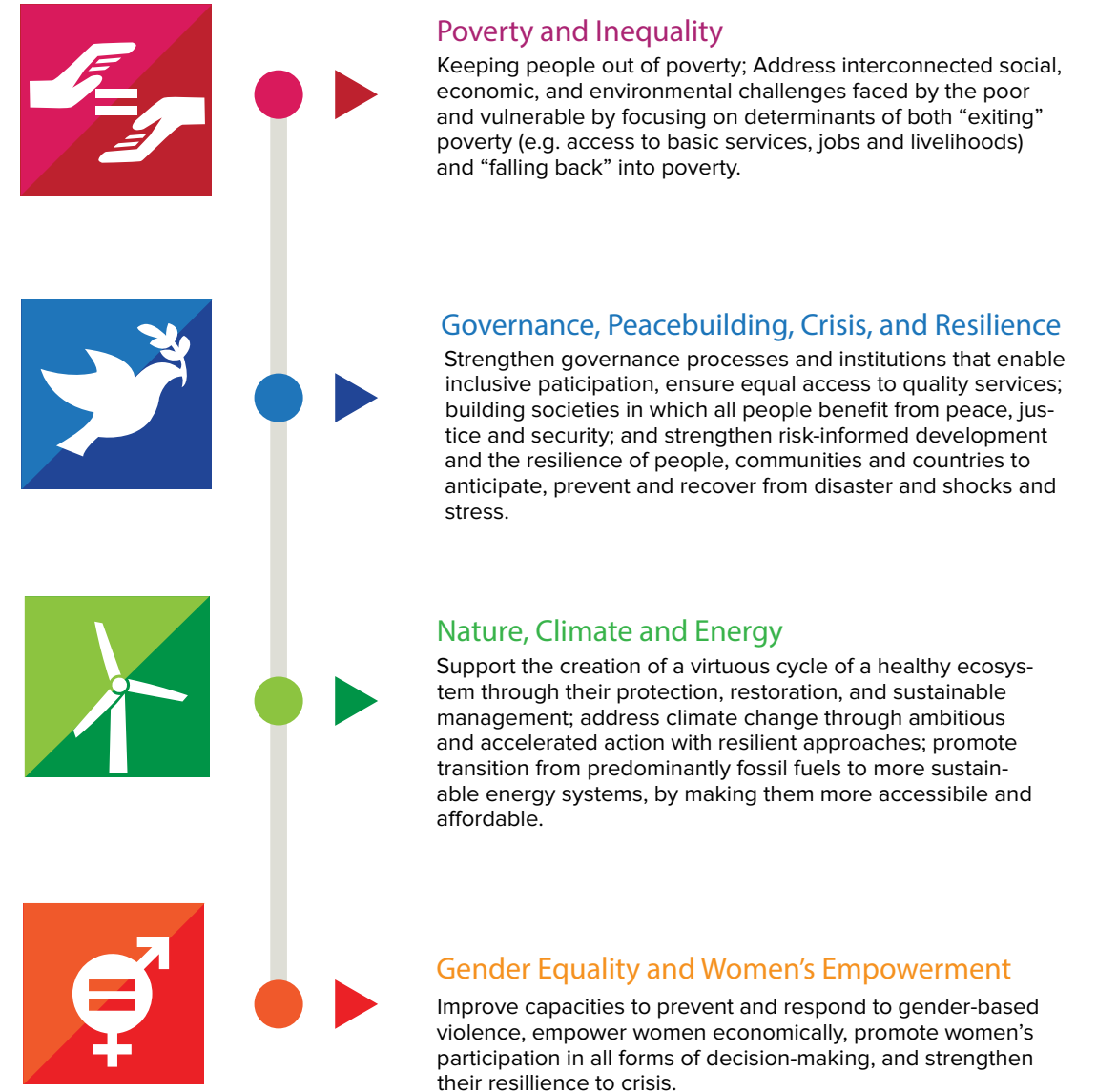
In 2019, a revised Funding Windows Offer is being established that is aligned with the three development settings and six Signature Solutions in the Strategic Plan. The new offer takes into consideration many of the suggestions raised during the consultations, such as strengthening technical capacities associated with the Funding Windows to drive high-quality projects and engaging regularly with partners' technical counterparts.

CURRENT FUNDING WINDOWS



More dedicated fund management capacity will be established to support the enhanced technical review processes as well as manage the expected volume of projects and funding. It is hoped that the revised Funding Windows, now more attractive to donors, will motivate an increase in flexible contributions in the future.

REVISED FUNDING WINDOWS



IX. FINANCIAL SUMMARY

In 2018, eight donors contributed \$66M to the Funding Windows: **Denmark, Germany, the Republic of Korea, Luxembourg, Norway, the Slovak Republic, Sweden, and Switzerland.** Figure 1 provides the contribution amount of each donor, and per Funding Window.

As in previous years, earmarked contributions make up the bulk of 2018 contributions. Of the total amount received in 2018, \$30M (46 percent) was contributed as flexible resources (or targeted to regions or countries) from Denmark, Germany, the Republic of Korea, Luxembourg, Norway, the Slovak Republic, Sweden, and Switzerland. Flexible funding enables UNDP to be nimble and provide strategic funding in countries that need it most. However, some windows such as the Climate Change and Disaster Risk Reduction Window, receive relatively little flexible funding, limiting the extent to which Funding Windows can provide both strategic and responsive support to emerging issues in these programme areas of work (Figure 1 refers).

Total earmarked contributions received since the launch of the Funding Windows in 2016 constitute 72 percent of all funds received to date. Of the 72 percent, 55 percent has been earmarked to global initiatives or projects and 17 percent to earmarked regions/countries.

In 2018, the Funding Windows recorded \$32M in expenditures. Figure 2 presents expenditures by Funding Window. Expenditures almost tripled those of 2017, demonstrating a critical upward trend in the third year of implementation in line with allocation decisions made in 2016-2017 and simplified internal processes. Delivery rates also reflect the start-up reality of the first two years of the Funding Windows when new processes and systems were designed, rolled out, and subsequently modified as informed by lessons learned.

FIGURE 1. 2018 CONTRIBUTIONS BY DONORS AND PER FUNDING WINDOW

Contributor	SPDE	GIPS	CCDRR	EDRCR	Total 2018 contributions
Germany	-	\$12,286,689	\$22,753,129	-	\$35,039,818
Denmark	-	\$7,870,754	-	\$7,870,754	\$15,741,508
Norway	-	\$3,334,524	-	-	\$3,334,524
Sweden	-	-	-	\$3,280,481	\$3,280,481
Luxembourg	\$1,504,630	\$1,157,407	\$347,222	-	\$3,009,259
Republic of Korea	-	\$3,000,000	-	-	\$3,000,000
Switzerland	-	-	-	\$2,022,245	\$2,022,245
Slovak Republic	-	\$179,204	-	-	\$179,204
Grand Total	\$1,504,630	\$27,819,916	\$23,100,351	\$13,173,480	\$65,607,039
Ratio Unearmarked (or targeted to regions & countries) / Earmarked	100% / 0%	55% / 45%	2% / 98%	100% / 0%	46% / 54%

FIGURE 2. EXPENDITURES BY FUNDING WINDOW

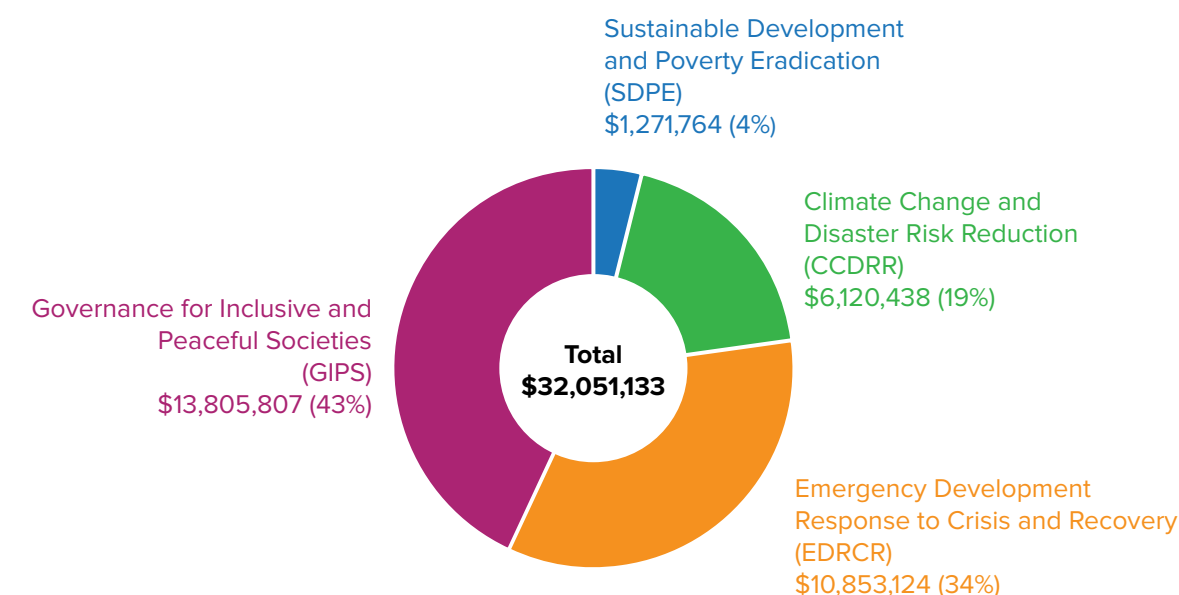




TABLE 1. EXPENDITURES BY FUNDING WINDOW, SUB-WINDOW AND COUNTRY/LOCATION

 Sustainable Development and Poverty Eradication		
Country/location	Amount	Environment and Natural Capital Sub-Window
Azerbaijan	168,635	-
Benin	105,069	-
Brazil	24,677	-
Egypt	3,037	-
Global Project: BIOFIN	-	741,892
Guinea-Bissau	26,891	-
Indonesia	146,130	-
Mongolia	55,676	-
<i>Adjustments</i>	<i>(243)</i>	-
Total: \$1,271,764	\$529,872	\$741,892

 Governance for Inclusive and Peaceful Societies			
Country/location	Governance for Inclusive and Peaceful Societies	Conflict Prevention	Democratic Governance for Peace and Development
Algeria	-	-	1,180
Bangladesh	-	-	167,883
Belarus, Republic of	-	80,464	-
Bolivia	-	71,625	-
Bosnia and Herzegovina	-	-	140,807
Burkina Faso	-	689,093	-
Chad	-	1,294,590	-
Colombia	-	-	189,447
Comoros	-	-	104,947
Ecuador	-	-	89,555
Fiji	-	18,324	-
Georgia	-	-	65,906

Country/location	Governance for Inclusive and Peaceful Societies	Conflict Prevention	Democratic Governance for Peace and Development
Global Project: Ending GBV & Achieving SDGs	746,019	-	-
Global Project: UNDP-DPA Joint Programme	-	3,219,818	\$187,442
Guatemala	-	8,762	-
Guinea-Bissau	-	3,841	-
Guyana	1,070	-	-
Haiti	-	-	2,207
Honduras	-	-	145,887
Iraq	-	208,705	-
Jordan	106,397	-	-
Kosovo (As per UNSCR 1244)	-	-	120,765
Kyrgyzstan	-	210,354	-
Lebanon	-	-	210,108
Liberia	-	-	279,496
Malaysia	65,568	-	-
Maldives	-	267,862	-
Mali	-	1,211,709	-
Mauritania	-	988,341	-
Mexico	-	97,906	-
Moldova, Republic of	-	-	138,185
Myanmar	-	-	36,867
Nepal	-	146,437	-
Niger	-	858,064	-
Nigeria	240,283	-	-
Panama	-	66,487	-
Philippines	-	-	141,823
Programme of Assistance to the Palestinian People	-	-	117,793
Rwanda	-	80,446	-
Serbia	-	257,973	-
Suriname	117,640	-	-
Tunisia	-	387,796	-
Turkmenistan	-	1,101	-
Uganda	-	34,434	-
Ukraine	3,521	-	-
Uzbekistan	-	95,820	-
Zimbabwe	-	276,599	-
<i>Adjustments</i>	<i>715</i>	<i>(4,844)</i>	<i>31</i>
Total \$13,805,806	\$535,194	\$8,097,907	\$5,172,705



Climate Change and Disaster Risk Reduction

Country/location	Climate Change and Disaster Risk Reduction	Climate Change Sub-Window
Chile	-	160,926
Colombia	-	34,842
Costa Rica	-	128,321
Ecuador	-	298,630
Fiji	-	252,555
Ghana	-	219,414
Global Project: NDC	292,993	3,123,971
Kenya	-	114,461
Lao People's Democratic Republic	-	91,490
Lebanon	-	154,378
Morocco	-	323,983
Peru	-	294,905
Philippines	-	148,319
Thailand	-	12,949
Trinidad and Tobago	-	156,355
Uganda	-	35,516
Zambia	-	284,021
<i>Adjustments</i>	<i>(7,590)</i>	-
Total:	\$6,120,438	\$5,835,035



Emergency Development Response to Crisis and Recovery

Country/location	Amount
Bangladesh	521,780
Barbados	205,008
Burkina Faso	22,905
Chad	535,073
Cuba	488,976
Democratic Republic of Congo	577,567
Djibouti	971,649
Ecuador	44,716
Fiji	148,291
Guatemala	71,331
Haiti	43,723
Iraq	1,063,644
Madagascar	96,450
Mali	486,866
Mauritania	665,810
Mexico	299,252
Myanmar	368,462
Nepal	119,889
Niger	632,308
Programme of Assistance to the Palestinian People	145,574
Rwanda	183,361
Sierra Leone	14,980
Somalia	1,005,797
South Sudan, Republic of	64,727
Sri Lanka	196,353
Syria	1,507,506
Viet Nam	187,726
Zimbabwe	182,491
<i>Adjustments</i>	<i>908</i>
Total	\$10,853,124

TABLE 2. EXPENDITURES BY STRATEGIC PLAN OUTCOMES

Strategic Plan Outcomes	Strategic Plan Outputs	Expenditures
Outcome 1 Advance Poverty Eradication in all its Forms and Dimensions	1.1.1 Capacities developed across the whole of government to integrate the 2030 Agenda, the Paris Agreement and other international agreements in development plans and budgets, and to analyse progress towards the SDGs, using innovative and data-driven solutions.	\$631,965
	1.1.2 Marginalised groups, particularly the poor, women, people with disabilities and displaced are empowered to gain universal access to basic services and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs	\$2,857,242
	1.2.1 Capacities at national and sub-national levels strengthened to promote inclusive local economic development and deliver basic services including HIV and related services	\$1,006,026
	1.2.2 Enabling environment strengthened to expand public and private financing for the achievement of the SDGs	\$741,892
	1.2.3 Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures to maximize availability of resources for poverty eradication	\$306,612
	1.3.1 National capacities and evidence-based assessment and planning tools enable gender-responsive and risk-informed development investments, including for response to and recovery from crisis	\$71,331
	1.4.1 Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains	\$512,453
	1.5.1 Solutions adopted to achieve universal access to clean, affordable and sustainable energy	\$114,461
	1.6.2 Measures in place and implemented across sectors to prevent and respond to Sexual and Gender Based Violence (SGBV)	\$1,322,958
Outcome 2 Accelerated Structural Transformations for Sustainable Development	2.1.1 Low emission and climate resilient objectives addressed in national, sub-national and sectoral development plans and policies to promote economic diversification and green growth	\$5,417,516
	2.1.2 Capacities developed for progressive expansion of inclusive social protection systems	\$344,728
	2.2.2 Constitution-making, electoral and parliamentary processes and institutions strengthened to promote inclusion, transparency and accountability	\$1,716,261
	2.2.3 Constitution-making, electoral and parliamentary processes and institutions strengthened to promote inclusion, transparency and accountability	\$1,570,249
	2.3.1 Data and risk-informed development policies, plans, systems and financing incorporate integrated and gender-responsive solutions to reduce disaster risks, enable climate change adaptation and mitigation, and prevent risk of conflict	\$733,888
	2.4.1 Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted, to address conservation, sustainable use and equitable benefit sharing of natural resources, in line with international conventions and national legislation	\$14,980
	2.5.1 Solutions developed, financed and applied at scale for energy efficiency and transformation to clean energy and zero-carbon development, for poverty eradication and structural transformation	\$258,817
Outcome 3 Strengthen Resilience to Shocks and Crisis	3.1.1 Core government functions and inclusive basic services restored post-crisis for stabilisation, durable solutions to displacement and return to sustainable development pathways within the framework of national policies and priorities	\$3,127,046
	3.2.1 National capacities strengthened for reintegration, reconciliation, peaceful management of conflict and prevention of violent extremism in response to national policies and priorities	\$8,666,729
	3.2.2 National and local systems enabled and communities empowered to ensure the restoration of justice institutions, redress mechanisms and community security	\$523,122
	3.3.1 Evidence-based assessment and planning tools and mechanisms applied to enable implementation of gender-sensitive and risk-informed prevention and preparedness to limit the impact of natural hazards and pandemics and promote peaceful, just and inclusive societies	\$1,192,990
	3.3.2 Gender-responsive and risk-informed mechanisms supported to build consensus, improve social dialogue and promote peaceful, just and inclusive societies	\$489,850
	3.5.1 Energy access re-established for crisis-affected populations, with a focus on gender-sensitive, risk-informed and sustainable recovery	\$430,017
Grand Total		\$32,051,133



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