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Annual report of the Administrator

**Report of the Administrator on results in 2022 and progress
against the Strategic Plan, 2022-2025**

I. Summary

1. The crises of 2022 left no part of the world unscathed. The coronavirus disease (COVID-19) pandemic receded in some areas and worsened in others. Conflict descended and prices rose. For the first time, the UNDP Human Development Index tracked a global reversal in health, income and education for two years running.

2. The current moment demonstrates how crises compound each other. It also puts the indispensable role of an international organization like UNDP in sharp relief. Circumstances, while difficult, would be even more dire for tens of millions of people today without UNDP playing its part as the development organization at the heart of the United Nations. It has responded to urgent needs. And it has worked with countries in every region to recalibrate development systems so they lead not to more of the same, but to a more hopeful future, the one envisioned by the Sustainable Development Goals.

3. This report presents highlights from the first year of the period of the Strategic Plan, 2022-2025. It shows UNDP as both prepared for the current moment and successful in meeting complex demands across its six signature solutions. UNDP is delivering at record levels because it is trusted as a partner to be both fair and expert in what it does. It is attuned to local needs and equipped to operate at scale, always in line with core values such as equity and inclusion. Current crises have cast a long shadow. But the promise of development remains, as does the centrality of a multilateral response in fulfilling it. In practice and principle, as affirmed by its partners and its programme results, UNDP keeps that commitment.

II. Restoring the development promise, measured at scale

4. The year 2022 put the promise of development in peril. Overwhelming evidence showed a world of loss against the Sustainable Development Goals. No jobs, violent homes, barren fields and frayed trust all became realities for people everywhere.

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5. The year tested the Strategic Plan, 2022-2025. But it also validated the plan's core ambition: to shift development systems so they leave poverty, crisis and planetary destruction behind – not people. Lost progress does not mean lost momentum. UNDP stepped up to restore the promise of development, to a record degree, because human well-being is its central purpose. It delivered significant results, effectively and at scale, having anticipated complexity and compounding crises, and having invested in new intellectual and operational capacities to manage, untangle and move through them.

6. The year saw the highest-ever delivery by UNDP – \$4.8 billion – through which it met 95 per cent of planned programmatic targets for the year. Despite crises, economic shocks and political instability, UNDP kept services, infrastructure, jobs and social protection systems going, reaching tens of millions of people in need.

7. In the catastrophic war in Ukraine, UNDP digital solutions have helped 9 million people to access e-services where they apply for financial assistance and housing subsidies, and receive pensions. After the ruinous floods in Pakistan, UNDP collaborated with the Government, the World Bank, Asian Development Bank and European Union to assess how to recover and close chronic development deficits. Donors pledged more than \$9 billion, \$1 billion more than expected. Amid the global contagion of the cost-of-living crisis, UNDP modelled the data and made the case to widen fiscal space and prevent more poverty, backing global moves towards a transformed global financial system, including under the Secretary-General's SDG Stimulus Plan.

8. Throughout 2022, UNDP did not wait – because the world cannot wait – to help countries propel systemic development shifts leading to a more inclusive, sustainable future. Its environmental portfolio, resourced at \$3.9 billion, leveraged \$15.1 billion in additional public and private funds to confront the planetary crisis. As the largest United Nations service provider on nature and climate adaptation, UNDP acted on national environmental priorities in over 140 countries. It protected threatened ecosystems, upheld the rights of indigenous communities, supported sustainable business models and kept poisonous chemicals out of the air, among many other points of light.

9. UNDP lived its values in 2022, dedicating over 80 per cent of regular resources to low-income countries – while significantly contributing to the global call to move beyond gross domestic product (GDP) and better understand how economies can work for people, not against them. Among its programmes, 66 per cent make gender equality a principle or significant objective. Among its offices, 88 per cent applied environmental and social standards in programmes in line with United Nations standards.

10. As a trusted multilateral partner, UNDP brokered new collaborations mobilizing people, businesses and markets. These are jump-starting change on a mass scale, such as by realizing the enormous potential of solar mini-grids to deliver clean modern power to hundreds of millions of people in Africa. Through South-South cooperation and the continuous championship by UNDP of innovation, digital vaccination systems protected 1.4 billion people on three continents from COVID-19.

11. During 2022, UNDP demonstrated how it is becoming a new kind of public organization, one that is both effective and flexible in meeting current demands. UNDP business services ensured that staff and supplies were in place, on time and in line with country requests, for its own offices in over 170 countries and territories and for 85 United Nations entities. The operational scope of UNDP was evident as it surged to meet the massive humanitarian and development needs and achieved record procurement results of \$2.8 billion. In its continuous

drive to uphold the highest standards of efficiency, UNDP sent 91 cents of every dollar to programmes and services to achieve development results.

12. As much as UNDP has delivered, the development promise depends wholly on a foundation of dependable, flexible resources. These are in dangerously short supply. Record delivery in 2022 came despite record lows in regular resources funding. That UNDP maintained such strong momentum testifies to its commitment and operational strength. But pressure on both ends is not sustainable. A breaking point will come if funding trajectories continue to decline, at a cost to UNDP and the people and developing countries it serves.

13. Many choices that people make today will determine the future of development, a topic for urgent debate as the midpoint of the Sustainable Development Goals approaches, followed by the United Nations Summit of the Future in 2024. In its Strategic Plan, 2022-2025, UNDP anticipated some of these choices and prepared to help developing countries make them, towards realizing development that closes disparities, builds resilience, reduces drivers of conflict and stops planetary harm. In a word, development that is “#futuresmart”.

The state of the moonshots: progress adds up

In its Strategic Plan, 2022-2025, UNDP pledged to support four global development “moonshots” that would bring the Sustainable Development Goals within reach for large swathes of humanity. These are not goals for UNDP alone but aspirations to achieve through its global reach and local presence, expertise and trusted partnerships. In 2022, with a view towards a 2025 goalpost, ambition moved towards reality.

100 million people escape multidimensional poverty. In 2022, 25 million people gained access to health, education, water and other services essential to human well-being.

800 million people participate in elections. UNDP supported elections with 82 million registered voters in 2022; preparations for 2023 polls reached another 424 million registered voters.

500 million people connected to clean and affordable energy. In 31 countries where UNDP is currently extending energy access, the right finance and policy choices could connect 225 million people by 2025.

\$1 trillion aligned with the Sustainable Development Goals. Alignment of \$500 billion in public finance to the Goals draws on UNDP-backed tools such as Goal-related budget classifications and integrated national financing frameworks.

III. Observations: An organization meeting the moment

14. UNDP results reporting, evaluations and machine learning shaped observations on its progress in 2022. They show an organization managing complexities and effectively delivering at scale, both in meeting urgent needs and igniting shifts in broader development systems.

Observation 1. UNDP is mobilizing billions of United States dollars for ambitions related to the Sustainable Development Goals.

15. Amid a worsening development finance crisis, UNDP has backed a spectrum of new financing options, from pioneering bond models to inclusive tax policy, that are paying off. It collaborated with the Inter-American Development Bank to support Uruguay in issuing an

innovative \$1.5 billion sustainability-linked bond that generated almost \$4 billion in orders from 188 investors. The bond extends the maturity of existing debt and raises new funds for climate and environmental goals. Uruguay is among the first countries to issue a type of bond more commonly used by the private sector.

16. In partnership with other United Nations organizations and international financial institutions, UNDP has advanced integrated national financing frameworks in 86 developing countries. These bring multiple channels of development resources behind the Sustainable Development Goals. To broaden prospects for domestic resource mobilization, and based on a recent evaluation, UNDP launched its new “Tax for SDGs” initiative. It helps countries use taxation both to raise revenues and shift towards sustainable growth. The Government of the Maldives, an early adopter, has already set a course to align its tax system with the Goals while improving equity and efficiency.

Observation 2. Going “digital first” triggers shifts to inclusive societies.

17. Through UNDP programmes in 2022, 7 million more people used digital technologies and services to get an education, access health care, find a job, check the veracity of online information and otherwise improve their lives. Yet there is still far to go in closing the digital divide. The UNDP digital strategy, 2022-2025 aims for “digital first” to galvanize a wholesale transformation to inclusive, ethical, sustainable digital societies. In 2022, 124 countries implemented 480 digital solutions for development. UNDP supported more than 40 countries in conducting digital readiness assessments, developing inclusive digital infrastructure and gaining access to partnerships and open-source technology, such as through the Digital Public Goods Alliance.

18. While COVID-19 programming began tapering off, sea changes continued in health systems in 63 countries, triggered by digital investments made during the pandemic response. In Indonesia, the UNDP-supported SMILE app, vital in distributing 400 million doses of the COVID-19 vaccine, is now being retooled for childhood immunization.

Observation 3. Innovation meets complexity – and accelerates transformation.

19. UNDP offers unique capacities to help countries anticipate and manage intensifying development complexities. Innovations from its Accelerator Labs and models such as its transformative portfolios approach are increasingly in demand. In 2022, with support from the labs, 40 country offices and teams applied the portfolio approach, which considers the breadth and complexity of entire development systems and pursues innovations to drive large, lasting changes.

20. A deep-dive exploration of tensions undercutting stability in Iraq, for example, listened to local focus groups across the country and analysed 77 million tweets. Insights shaped a portfolio of interventions on anti-corruption, social cohesion, climate change, energy and innovation, aimed at building trust, improving the quality of life and opening opportunities for all. Some 30 national and municipal governments have adopted the portfolio approach, and both the American University in Cairo and the Organisation for Economic Co-operation and Development (OECD) have flagged its value in tackling complex policy choices.

Observation 4. Investment in development – and hope – gets people ahead of the crisis curve.

21. Through UNDP assistance in 2022, at least 11 million people caught in catastrophes gained jobs and improved their livelihoods. Around 5.5 million people fleeing crisis found safety and protection through integrated packages of essential services. Current emergency needs go way beyond what UNDP itself can meet – yet its crisis programmes have a double value. They both assist people at the worst moments of their lives and demonstrate how countries and the global community can get ahead of the crisis curve. The new UNDP crisis offer embeds this development-in-crisis approach. With half of the total UNDP budget invested in crisis contexts, the offer positions assistance to anticipate and prevent risks, restore development and break cycles of fragility.

22. Plunged into crisis, 2022 affirmed the UNDP approach. UNDP ensured an early recovery lens from day one of the United Nations system response in Ukraine. The focus was on supporting the Government to manage the crisis, maintain service provision and help Ukrainians resume some parts of their lives. Local economies stayed afloat through livelihoods support for 20,000 businesses and individuals. Fixing damaged infrastructure restored energy supplies to 4.5 million people while repairs began on priority schools to get children back to class. Establishing a network of free legal aid advisers helped over 160,000 people, half of whom were women, to access justice and administrative services.

Observation 5. A perspective on multidimensional poverty improves protections for millions.

23. In 2022, UNDP supported 47 countries to improve social protection and 44 countries to increase the quality and reach of essential services. These achievements were vital hedges against vulnerability in a year when budgets tightened and more people slid into poverty. Over 216,000 of the most vulnerable people in Djibouti gained health care. Climate-resilient agricultural packages and water supplies met needs for nearly 420,000 people in Sudan, half of them women.

24. In 2022, UNDP launched its social protection offer 2.0, aimed at a new generation of programmes fully prepared to withstand shocks and mitigate multiple sources of vulnerability. UNDP continued to refine global understanding of the drivers of poverty through its Human Development Report as well as complementary analyses on human security and multidimensional poverty. Its leadership in debates on alternatives measures of development is evident online, where the Human Development Index ranks first in Google searches on better economic measures and is prominent in ChatGPT answers and on Wikipedia.

Observation 6. Strong outreach to youth and other vulnerable groups accompanies a sharpened focus on intersectionality.

25. UNDP achieved all its targets on youth engagement in 2022, including on policies to guide meaningful participation. Regional and country offices have strengthened youth focal points. New global guidance is under way to mainstream young people's issues across UNDP programmes. Maintaining its strong emphasis on economic empowerment, in Sierra Leone, UNDP assisted the new National Youth Empowerment Fund to begin offering financing so that 100,000 youth could gain employment and get businesses off the ground.

26. Action on intersectional discrimination encompassed work in Guyana with national, United Nations and civil society partners, under the joint European Union-United Nations Spotlight Initiative, to improve services for indigenous women survivors of gender-based violence, based

on their experiences. In line with the formative evaluation of the integration by UNDP of the principles of leaving no one behind, UNDP has begun developing improved measures of how multiple forms of discrimination reinforce each other, towards informing policy choices that are more effective in accelerating inclusion.

Observation 7. UNDP is on the move to cut the roots of gender disparities.

27. The gender equality strategy, 2022-2025 has significantly raised ambitions across the organization and inspired a wave of new partnerships with diverse feminist groups and movements as well as other international organizations. In 2022, UNDP took strides forward through efforts to boost women's leadership and stop gender-based violence, achieving all planned targets. To scale up work on gender equality in crises, it issued a 10-point action agenda to integrate feminist principles across crisis responses. Tailored coaching to offices in crisis-affected countries resulted in a nearly 75 per cent boost in spending on programmes dedicated to gender equality.

28. Faster progress is needed in UNDP work on women's economic empowerment but a foundation is being laid to do so. A regional initiative in Africa will help define how tax systems can advance or undercut gender equality. In Latin America, four countries already use the UNDP innovative care georeferencing tool, a step towards elaborating comprehensive care systems that improve prospects for women to work and gain an education, among other benefits.

Observation 8. The green transition brings trade-offs, and UNDP is trusted in managing them.

29. In the shift to sustainable and inclusive economies, UNDP supports 140 countries to align finance with environmental and climate goals and invest in a green and just transition. In Montenegro, with UNDP technical assistance and in close consultation with the European Union and international financial institutions, the National Just Transition Working Group, operating within the National Council for Sustainable Development, initiated a road map to gradually phase out coal. It aims to cut emissions, protect jobs and minimize disruptions in energy supplies. The Government of Cambodia assessed new options in carbon markets and green bonds, and developed investment proposals, including to establish a national electric vehicle charging infrastructure.

30. In line with a recent evaluation, UNDP is investing in a sustainable energy hub to provide a concentrated supply of world-class expertise and meet demand as the green transition accelerates.

Observation 9. Strategic partnerships are shaping development systems and markets.

31. New links between local and global partners emerged through continued UNDP support for the Group of 20 (G20) Sustainable Finance Working Group. With the G20 urging more focus on blended public and private finance, UNDP helped bring this emphasis into 27 integrated national financing frameworks that set directions for the Sustainable Development Goals. Deepening engagement with the international financial institutions stems from UNDP operational capacity and strong relationships with local and national partners, especially in fragile contexts. UNDP remains valued for its abilities to tackle implementation gaps, help "unstick" underperforming loans and develop capacities to sustain progress over time.

32. The partnership with the Digital Public Goods Alliance mobilized \$300 million from governments, civil society, business, philanthropy and international organizations behind a

global drive to jump-start digital public infrastructure, the virtual “roads and bridges” conveying digital to everyone. New socially focused insurance markets and products are taking off through the UNDP Insurance and Risk Finance Facility, a collaboration of public and private partners. In 2022, it provided the first insurance solutions for nearly 40 million people who are poor and vulnerable to climate risks.

Observation 10. Ramped-up South-South cooperation meets country demands.

33. The year saw a notable 40 per cent jump in the mapping and sharing of good practices through South-South and triangular cooperation. With its increasingly sophisticated knowledge networks and global presence, UNDP is well positioned to support such collaboration. It helped the Government of India to develop a digital vaccination system and share it with Bhutan, Guyana, Indonesia and Malawi, putting shots in the arms of 1.4 billion people. In Libya, a UNDP partnership with a local start-up, Speetar, developed the country’s first telemedicine app, now used by over 100,000 patients. The Massachusetts Institute of Technology and the Bill and Melinda Gates Foundation are backing a roll-out of the initiative in northern Nigeria and Sudan. The Alliance of Small Island States joined UNDP to launch a new data platform to solve common data gaps and strengthen statistical systems in small island developing States.

34. The artificial intelligence (AI)-powered South-South Galaxy platform, hosted by the United Nations Office for South-South Cooperation (UNOSSC), now links over 500 institutions and features more than 1,000 good practices across the Sustainable Development Goals. The eleventh Global South-South Development Expo, organized by UNOSSC and the Economic and Social Commission for Asia and the Pacific, was the largest ever, with 5,000 participants from over 150 countries and more than 30 United Nations and international organizations.

Observation 11. UNDP has moved from being United Nations reform-ready to maximizing results in a repositioned United Nations development system, across all contexts.

35. The Strategic Plan, 2022-2025 elevated the ambitions of UNDP in support of United Nations development system reform. Partnerships with diverse United Nations entities are beginning to achieve more impactful results in tackling multidimensional challenges. Under the overall steering of the resident coordinators, UNDP offers its capacities and experiences to support the United Nations development system in transforming sectoral programmes into integrated, synergistic development offers responsive to national priorities. Contributions to system-wide collaboration have included expertise on cross-sectoral programming and tools for futures modelling, among others.

36. UNDP has demonstrated its commitment to accelerating implementation of the 2020 quadrennial comprehensive policy review of operational activities for development of the United Nations system, drawing on its experiences across development contexts. It is working with partners to develop integrated solutions on inclusive and sustainable recovery from COVID-19, finance, climate change and digital inclusion, and deepening collaboration across the humanitarian, development and peacebuilding spheres. All these steps align with the 2022 evaluation of the United Nations response to COVID-19, which recommended fully operationalizing the UNDP integrator role.

Observation 12. The UNDP business model is #futuresmart and centred on values.

37. The Quantum system, launched in late 2022 by UNDP and seven other United Nations organizations, became the most significant digital operational shift in nearly 20 years, integrating business processes from procurement to human resources to project management. By January

2023, it had issued the first payroll for 47,000 personnel across participating entities, with a success rate of over 99 per cent. Some disruptions in supplier payments occurred during a required consolidation of 200 decentralized vendor databases but rigorous, rapid support generally met initial start-up demands. The system began stabilizing in the first quarter of 2023, issuing payments for 105,000 invoices.

38. An organization-wide embrace of technology and digital skills is taking flight. Over a quarter of new country programmes are digital by default. Rapid adoption of AI sent the percentage of requests for help on operational issues assisted by AI chatbots soaring from 0 in 2021 to 53 per cent in 2022.

39. UNDP protected the planet in 2022 by reducing emissions in operations and programmes, slashing its information and communication technology carbon footprint by 75 per cent. Around three quarters of offices took greening measures, such as to install solar energy, introduce electric vehicles and reduce waste.

Observation 13. Learning is taking off. The core business depends on it.

40. Among 150 UNDP offices, 86 per cent agreed they saw major improvements in learning in 2022. A new knowledge and learning strategy has set a course for pushing the boundaries of ideas, managing complexity and linking local and global expertise. UNDP exceeded targets for training staff on digital competencies, data and systems transformation by two to three times. A record number of over 300 evaluations accompanied an increase in certified evaluation focal points from 57 to 96 per cent of all focal points in less than a year.

41. The number of visitors to the increasingly popular Spark Blue knowledge and engagement platform shot up from 39,000 to 128,000 in 2022. The platform became the locus for an unprecedented global collaboration in the run-up to Stockholm+50, which marked 50 years since the 1972 United Nations Conference on the Human Environment. Equipped to manage the logistics of mass participatory consultations, Spark Blue allowed 50,000 people in 56 countries to come together, speak their minds to each other and to global leaders, and shape debate at the conference.

Observation 14. Prepared for the changing world of work, UNDP attracts the best talent.

42. The People for 2030 strategy has made UNDP a place where people want to work because it invests in them, in addition to offering a valued mission and delivering high-impact results. In 2022, the award-winning Graduate Programme welcomed 18 young professionals from over 37,000 applicants for two-year positions at UNDP. The number of followers on the UNDP LinkedIn page spiked 23 per cent to nearly 2 million people.

43. Using AI tools, UNDP mapped the capacities of 14,000 personnel and piloted a UNDP talent marketplace, aimed both at bringing people where they want to be and expertise where it is needed most. The SURGE Delivery Lab, which provides short-term support to country offices, met the extreme challenges resulting from the regime change in Afghanistan. After a call for assistance in filling critical positions for programmes that have kept people alive, a human resources team mobilized and processed over 100 recruitments in a record three months.

Observation 15. UNDP makes every dollar count.

44. The year set another record for delivery despite many odds. UNDP in 2022 invested \$4.8 billion, its highest level in a decade, in better lives for people and a more sustainable future for the planet. Yet almost all development finance flows to UNDP are pointing in the wrong direction: down. Unless they are reversed, the Strategic Plan will be at risk. UNDP will begin to lose gains on top priorities: becoming a more effective public development organization; leveraging millions into billions in finance for sustainable development; and finding and applying new means to shift development systems towards ending poverty, leaving no one behind and mitigating the planetary crisis.

45. UNDP has demonstrated strong advances in strategic partnerships. Its capacity to mobilize actions and resources go far beyond its own funding streams. It is a careful steward of its own resources through efficient operations, high-functioning staff and agile organizational structures aligned with its mission. It has, in short, made wise, #futuresmart investments that deliver high returns. These and the continued imperative for an effective multilateral system make a powerful case for funding to keep up.

The value of UNDP: in the words of its partners

UNDP has been an enduring partner of the Government of Bangladesh in its aspirations to scale up public sector innovations and provide more accountable and inclusive public services.

—**Mr. Khandker Anwarul Islam, Cabinet Secretary, Bangladesh**

(D)uring 2022 UNDP remained one of our main partners (in working) to ensure national unity, local stability and social cohesion in all of Libya. Together with the World Bank, we are supporting Libyan authorities to formulate a Recovery and Peacebuilding Assessment that will be the basis of a much-needed long-term National Development Plan.

—**H.E. Ambassador José Antonio Sabadell, Head of the European Union Delegation to Libya**

(The work of UNDP and its partners) enables justice and accountability for grave crimes, promotes rule of law, human rights and institution-building, and increases people's confidence.

—**H.E. Dr. Arnaud Djoubaye Abazène, Minister of State in Charge of Justice, Promotion of Human Rights and Good Governance, Keeper of the Seals, Central African Republic**

Today has truly been a day which gives us great hope. I think the message from the world is clear: the world will stand by those who go through any national calamity.

—**Hina Rabbani Khar, Minister of State for Foreign Affairs of Pakistan at the Post-Disaster Needs Assessment Pledging Conference supported by UNDP**

UNDP has a terrifically important role in advancing environmental justice. Assisting countries with constitutions. Strengthening legislation. Reaching out to judges, prosecutors, national human rights institutions and civil society to raise awareness (and) empower (and) protect people, human rights and the planet.

—**David R. Boyd, United Nations Special Rapporteur on Human Rights and the Environment**

UNDP is our strategic ally on the way to achieve the Sustainable Development Goals. We share the vision that indigenous people, and especially women and youth, should contribute to climate action and be a part of decision-making.

—**Ms. Sara Omi, President of the Coordinator of Territorial Women Leaders of Mesoamerica and Embera Lead Advisor to the Embera Women Craftswomen's Association (Panama)**

I had access to a thriving youth network and made the best out of it by collaborating with like-minded youth and by creating joint initiatives that will benefit people and planet. The networking I did and the joint initiatives gave me the confidence I need to carry on with my mission.

—**Alumna Mariam Mohamad, a Palestinian refugee participating in the UNDP Young Leadership Programme**

A new approach to management, where sustainability and the SDGs (are) at the core of decision-making, is necessary.... (The UNDP SDG Impact Standards) training course...helped us understand the process of identifying our most important impact areas and aligning these with our purpose and strategy.

—**Mr. Kotaro Sueyoshi, General Manager, Sustainable Business Planning Division & SDGs, Mizuho Financial Group Inc**

IV. Six signature solutions: promises in action

46. The six signature solutions bring the promise of the UNDP Strategic Plan, 2022-2025 alive. They reflect countries' greatest needs as well as the clearest comparative advantages of UNDP as a development organization. Strong results were evident across all six in 2022, both in adapting to emerging priorities and making strides towards the four moonshots. With the signature solutions designed as an integrated package, UNDP also demonstrated new advances from working across them.

Poverty

47. Amid soaring prices for food and energy, 2022 brought an unprecedented cost-of-living crisis and worsening poverty and vulnerability. Programmes in individual countries channelled support to vulnerable people and sectors of economies. In the Democratic Republic of the Congo, collaboration with the Government and the International Monetary Fund (IMF) launched a massive \$600 million development programme to improve local infrastructure, services and market links in marginalized communities.

48. The Government of Eswatini kicked off its “Buy Eswatini” campaign featuring a local certification scheme for smaller agro-processing businesses to obtain a low-cost quality assurance mark expected to improve market access and livelihoods. In Belize, a UNDP-assisted virtual knowledge centre, the Belize Trade and Investment Development Service (BELTRAIDE), began guiding smaller enterprises on adopting technology in line with changing consumer habits and trade patterns. Digital connect centres in rural areas link to BELTRAIDE to provide digital literacy programmes for unemployed and underskilled youth.

49. Improved social protection came to Kazakhstan after UNDP introduced the Digital Family Card platform. It integrates data from eight ministries to track benefit eligibility for 19.5 million people. So far, it has notified more than 51,000 citizens with special needs that they can apply for new services. With the International Labour Organization (ILO) and the United Nations

Children's Fund (UNICEF), UNDP is coordinating the roll-out of the United Nations Global Accelerator on Jobs and Social Protection for Just Transitions. It is a vehicle to pool national and international investments to extend social protection to 4 billion uncovered people and create 400 million decent jobs.

50. UNDP brings its governance expertise to work with localities to reduce poverty through improved livelihoods and better public services. A planning tool for local authorities in Mauritania guides the provision of integrated energy, employment, vocational training, roads and water services for 250,000 people in 200 poor villages.

51. In places of crisis, UNDP provides the poorest and most vulnerable people with tools to regain livelihoods and restore services. In Myanmar, UNDP procured essential items for farming and fishing and opened access to markets for people in 52 rural townships, some of the poorest areas in Yangon and in crisis-affected Rakhine, through a partnership with the Office of the United Nations High Commissioner for Refugees. More than 250,000 people benefited from livelihood support and over 220,000 from more secure supplies of food and water.

Governance

52. With multiple challenges threatening governance systems in 2022, UNDP exceeded its targets for its governance programmes, including through strengthened participation and respect for human rights. Some 40 States and territories turned to UNDP for electoral assistance, with one result being the registration of 27 million new voters. In Lebanon, a successful poll took place amid widespread unrest. UNDP, the only international organization supporting election preparations, assisted with voter registration and oversight of the results. Civic education campaigns in Timor-Leste bumped up voter turnout by 6 per cent, accompanying measures to ensure universal access to voting, such as ballot papers in Braille and a mobile app for youth.

53. UNDP put renewed emphasis on improving the effectiveness and financial planning capacity of public institutions, such as in Egypt, where the Ministry of Finance introduced rigorous fiscal risk management. Citizen-centred digital transformation in Serbia, orchestrated under the UNDP-assisted Office for IT and eGovernment, moved the country from a high to a very high rank on the United Nations E-Government Development Index.

54. Anti-corruption support reached more than 60 countries. In Uzbekistan, the Government developed anti-corruption legislation and adopted integrated digital systems that began monitoring corruption risks across 117 agencies and local governments, allowing strategic, coordinated oversight. The United Republic of Tanzania saw a 77 per cent increase in the timely detection of financial crimes.

55. In 40 countries, legislative changes and digital solutions gave 3.3 million people a legal identity. In Vanuatu, almost all citizens gained national identification cards. In Zambia, UNDP, the Office of the United Nations High Commissioner for Human Rights (OHCHR) and the Resident Coordinator's office collaborated on reforms anchoring regulations on public assemblies in constitutionally guaranteed rights and freedoms.

56. The new UNDP digital justice policy brings a human rights framework to e-justice initiatives reaching people left behind. In the Syrian Arab Republic, an online platform complemented traditional in-person services to help an additional 1,200 vulnerable and marginalized people access legal information and aid.

Resilience

57. The resilience that comes from inclusive, sustainable development reliably saves lives, maintains development gains and hastens recovery from crises. UNDP brings this approach to its operations in the world's most acute crises.

58. In Afghanistan, UNDP and its partners improved access to essential services for nearly 1.2 million people in 28 provinces by constructing and rehabilitating 639 health and education facilities as well as other critical local infrastructure, such as roads, bridges and water supplies. Through the ABADEI programme's small grants and training, UNDP supported 35,000 women-owned small businesses, benefiting over 250,000 people. With the United Nations Capital Development Fund (UNCDF), UNDP piloted a digital payment system to transfer close to \$600,000 to almost 3,000 ABADEI beneficiaries in nine provinces, an initiative expected to facilitate the digital delivery of cash transfers.

59. As chances for peace emerge in Yemen, UNDP economic recovery programmes are positioned to quickly scale up already extensive results in mitigating acute deprivation and enhancing human security, especially since they have built capacities among local authorities to provide responsive public services. Nearly 3.9 million people in 2022 gained education, health, water and other essential services. Livelihoods grew for 3.3 million people through cash-for-work programmes. Cash supports improved nutrition and health for over 20,000 lactating and pregnant mothers and nearly 34,000 children under age 5.

60. Prospects for stability in Libya grew through the restoration of essential services for nearly 1 million people. Collaboration between local authorities and civil society in 32 municipalities, brokered by UNDP, has restored waste management, community security and women's vocational training, among many other pieces now falling into place. Close coordination between community members and authorities helped to meet the most urgent needs first while renewing trust in institutions.

61. To deepen resilience to disasters or other forms of crisis, UNDP worked with 21 countries on policies to implement the Sendai Framework for Disaster Risk Reduction and 58 States on expanding related institutional capacities. In the Lao People's Democratic Republic, the National Disaster Management Office established its first platform to collect and analyse disaster data, laying the ground for a national early warning system.

62. In 2022, many countries experienced how efficiently risks compound each other. Having anticipated such scenarios in its Strategic Plan, UNDP was prepared to respond. In Sri Lanka, with economic crisis intensifying food insecurity, UNDP mobilized international and private funding for emergency assistance that provided seeds for nearly 36,000 farmers and improved irrigation for over 21,000 farmers. Better water management practices increased agricultural productivity, incomes and food supplies. Renewable energy technologies helped farmers cope with fuel shortages and rising energy costs while improving energy efficiency and cutting greenhouse gas emissions, a combination that effectively adds up to resilience now—and later.

Environment

63. UNDP has calculated a \$2.7 trillion downward spiral in GDP by 2030 if ecosystems continue to decline. Fortunately, prospects to minimize harms and maximize care for people and planet grew in 2022 with the historic global agreement on the Kunming-Montreal Global Biodiversity Framework. UNDP immediately stepped up to the new framework by launching its Nature Pledge. Up to \$189 million in new funding will assist indigenous and other communities in 140 countries on ambitious nature and biodiversity targets. The path-setting biodiversity finance

programme, launched by UNDP more than a decade ago to pioneer new means to mobilize biodiversity finance, will scale up from 40 countries to all 138 where UNDP partners with the Global Environment Facility.

64. Following another 2022 landmark global decision to create a loss and damage fund for developing countries, the UNDP Climate Promise, trusted to navigate climate action in 127 countries, is poised to support countries in using new and existing climate finance to manage increasingly unavoidable risks. Of the 100-plus Climate Promise-supported countries that have submitted nationally determined contributions under the Paris Agreement on climate change, 95 per cent have increased adaptation goals and 89 per cent have upped mitigation targets. Almost all include gender and youth dimensions, given the constant support by UNDP for upholding broad participation in devising climate action plans.

65. As Iraq began implementing its first nationally determined contribution to climate change, it turned to UNDP, a trusted partner, to develop ambitious plans to install solar energy and nearly eliminate gas flares by 2024. New awareness of climate action has also opened an opportunity to address a long history of marginalization in the Mesopotamian Marshes, where climate fallout is already extreme. UNDP co-designed a programme with local communities and authorities that marks a critical starting point in restoring social relationships and healthy ecosystems, on local terms.

66. UNDP increasingly works with business leaders to green their production and supply chains—the vanguard of new sustainable economies. With UNDP backing, the Government of Costa Rica has bolstered capacities in the coffee and banana industries to reduce, recycle and dispose of hazardous substances, particularly agrochemicals and persistent organic pollutants.

Energy

67. The accelerating UNDP support for energy transitions aims at universal access. In 2022, the Africa Mini-grids Programme rolled out as the most ambitious UNDP energy access programme to date. It exemplifies the UNDP #futuresmart approach because it both extends services and innovates new delivery models to unlock finance, achieve financial viability and lower tariffs. The programme involves 21 countries in rapidly closing energy gaps for 396 million people—more than two thirds of the total population without electricity in Africa.

68. With funding from the Global Environment Facility and through a partnership with the Rocky Mountain Institute and the African Development Bank, the programme will demonstrate the strong potential of solar mini-grids for private sector investment at scale, especially as costs and technical barriers continue to fall. By operating in diverse markets and countries, it will offer a rich and unique source of new learning on how the right combinations of technology and partnerships can rapidly extend green energy supplies.

69. Amid a burgeoning energy crisis in the Republic of Moldova, UNDP operationalized an Energy Vulnerability Reduction Fund to help 1.5 million people pay their energy bills, using digital registration to make it easy to obtain benefits. In under a year, a national “nudging” programme to cut electricity consumption reduced use by 1.3 per cent among over 800,000 households. In Bangladesh, an updated emissions inventory report mapped actions for energy transition, clean energy innovations and new financing for a green recovery. The Government of Trinidad and Tobago issued its first feed-in tariff policy, aimed at incentivizing uptake of renewable energy.

70. The UNDP solar-for-health programme has helped 15 countries to install solar systems in over 1,000 health facilities, making surgeries and childbirth safer and preserving medications. In Zimbabwe, facilities now rely on solar as the primary energy source; the less reliable electricity grid has become a backup. An added benefit is that rural services better retain health staff because they can work without disruption.

Gender equality

71. Intersecting crises in 2022 propelled backlash against gender equality and women’s rights. The latest Human Development Report found no progress on gender equality since 2019. Through its new gender equality strategy and the Strategic Plan, 2022-2025, UNDP scaled up actions to tackle the root causes of gender disparities and forge far-reaching new alliances.

72. Forty countries invested in movement-building and the expansion of civic space for feminist organizations. In Burkina Faso, Côte d’Ivoire, Mali and Niger, UNDP partnered with the West Africa Network for Peacebuilding and the Economic Community of West African States to support cross-generational coalitions of women community leaders who are emerging as powerful advocates for peace and responsive governance. In Somalia, UNDP established the first all-women media unit to bring new perspectives to the news. It distributes stories locally and internationally through partnerships with outlets including the *Guardian*, the BBC, *El Pais* and Missing Perspectives.

73. With economic regression having particularly severe consequences for women, UNDP helped 23 countries move to eliminate gender discrimination in labour markets. Expert analysis of female entrepreneurship in Brazil propelled a major new initiative for economic inclusion, “Brazil for Her”, aimed at the most socially vulnerable women. In the Dominican Republic UNDP helped to pinpoint gender gaps in social protection and develop a new national care policy through collaboration with ILO, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and the United Nations Population Fund (UNFPA).

74. In 2022, UNDP supported more than 90 countries on ending gender-based violence. It continued to play a central part in the joint United Nations-European Union Spotlight Initiative, often in close partnership with UN-Women. The initiative has translated the power of United Nations collaboration into extraordinary results since it began in 2018. By 2022, across dozens of countries in all regions, Spotlight had achieved an eightfold increase in national budgets to address violence against women and girls and connected 1.6 million women and girls to life-saving services.

A year of recognition and rewards

Chartered Institute of Personnel and Development: Best learning and development initiative for a public sector institution for transformative work under People for 2030; best talent management initiative for the Graduate Programme

Publish What You Fund: Ranked sixth overall and second for a United Nations organization

CSO50 Awards 2022: First place for cybersecurity projects that demonstrate outstanding thought leadership and business value; UNDP won for the eighth time, more than any other organization

Webby Awards: People’s Voice Winner in the activism category for the “Dear World Leaders” campaign

24th Annual South by Southwest Innovation Awards: First place in the media category for the “for Tomorrow” campaign, in partnership with Hyundai

Anthem Awards: Gold and silver in the non-profit and global awareness campaign categories for the “Don’t Choose Extinction” campaign

V. The operational promise

75. In 2022, UNDP continued to raise the bar on organizational excellence. For the seventeenth consecutive year, a clean audit opinion affirmed sound financial management, transparency and compliance with the International Public Sector Accounting Standards.

76. The Quantum enterprise resource management system automated nearly 3,000 business processes while ensuring strong compliance with modern data privacy standards. Greater optimization of business services grew through clustering in common service centres. UNDP now hosts the United Nations system’s largest follow-the-sun service centre network, supporting its own offices in over 170 countries and territories as well as 85 United Nations entities. A new corporate procurement strategy keeps services and supplies closely aligned to evolving programme demands and to core principles such as sustainability. A new organizational restructuring policy began allowing greater latitude in adjusting office and team structures.

77. The UNDP workplace is increasingly safe, inclusive and driven by values, with the gender equality strategy, 2022-2025 making the empowerment of all personnel a fundamental driver of change. UNDP once again met targets on the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women. In response to a recent evaluation recommending that UNDP broaden its approach to leaving no one behind, organization-wide AI-driven talent mapping identified needs for expertise on intersectional discrimination. The Graduate Programme took a deliberate approach to broadening diversity by selecting candidates from the least represented programme countries, indigenous peoples and less privileged socioeconomic backgrounds.

78. Launched in 2022, phase 2 of People for 2030 has built on policies adopted in phase 1, ensuring consistent delivery of strategic people management, improving employee experiences and leveraging technology to grasp opportunities in the rapidly changing world of work. “Leaders for 2030” entered its second phase with a global UNDP retreat convening 121 resident representatives and 93 other senior leaders to touch on crucial themes like the future of development in an age of uncertainty.

79. Over 800 UNDP staff have taken part in digital or data upskilling programmes, including the two-week digital fitness programme. The SDG Finance Academy trained staff in 100 country offices on sustainable finance. The Nexus Academy, delivered as a global public good for the dialogue between the OECD Development Assistance Committee and the United Nations, trained 216 participants from 68 international and national organizations on mutually reinforcing links between humanitarian action, development and peacebuilding.

80. UNDP knows that its workplace culture will need to continuously evolve to attract and retain the best talent, and that it must fine-tune its understanding of how people experience the organization. One step forward is a “listening architecture” under development to strengthen dialogue between management and personnel.

VI. The partnership promise

Partnerships

81. UNDP remains a trusted partner for donor and programme countries. Fully grounded in the multilateral system, it is committed to national ownership and leadership as well as value for money, operating through high levels of accountability and transparency. In 2022, it was one of the most transparent international organizations, remaining in the “very good” category of the International Aid Transparency Initiative, as it has for a decade.

82. **United Nations development system reform.** UNDP continued to scale up partnership opportunities with other United Nations entities in 2022. It helped steer new guidance on programmes in exceptional circumstances that allowed UNDP, UNFPA and UNICEF to sustain life-saving services in Yemen. Updated joint programme guidance outlines a lighter, faster approach with lower transaction costs.

83. UNDP joined OHCHR and the Development Cooperation Office to establish a repository of good practices in supporting the universal periodic review. Collaboration with OHCHR and the United Nations Environment Programme produced an information note unpacking the newly recognized right to a healthy environment. UNDP, UN-Women and 20 other partners launched the global Gender Justice Platform, building on joint gender justice work by UN-Women and UNDP that since 2020 has extended access to justice for 42,000 people.

84. UNDP values increasingly impactful partnerships with members of its own family, including UNCDF, the United Nations Volunteers programme, UNOSSC and the Multi-Partner Trust Fund Office. Collaboration with UNCDF supported 76 countries, including 37 of the least developed. Over 12,000 UN Volunteers served with 55 United Nations entities in 2022. The UNOSSC brokered South-South initiatives involving over 70 countries and 20 United Nations entities. The Multi-Partner Trust Fund Office had a record-breaking year of \$1.74 billion for joint delivery on sustainable development.

85. **International financial institutions.** UNDP works with the international financial institutions in 77 countries on all six signature solutions. Collaboration with the Government of Nigeria, the IMF and the World Bank, for instance, advanced the digitalization of tax administration to strengthen fiscal space, including to reduce poverty. In Angola, a \$61 million UNDP partnership with the European Investment Bank in 2022 began to strengthen health care. UNDP and the World Bank are helping the Governments of both Peru and Tunisia develop carbon pricing policies and carbon market tools to achieve climate plans.

86. **Vertical funds.** UNDP continued to support more projects and the associated billions of dollars in development finance from major vertical funds than any other international organization. The funds include the Green Climate Fund, the Global Environment Facility, the Multilateral Fund for the Montreal Protocol and the Global Fund to Fight AIDS, Tuberculosis and Malaria.

87. **Private sector.** UNDP is redefining its partnerships with the private sector, moving from businesses as providers of resources to collaborators in aligning business operations and finance with the Sustainable Development Goals. In Malaysia, UNDP helped match cities with potential investors in green energy, including Dubai Electricity and Water Authority and the Japanese Business Alliance for Smart Energy Worldwide. The innovative digital partnership with Samsung is galvanizing global awareness of the Goals through the [Samsung Global Goals app](#), now installed on over 300 million devices and available in 89 languages.

88. In Lesotho, Econet Telecom Lesotho provided a free e-commerce platform as part of an Accelerator Lab experiment called HerEmpire, which mentors women-led enterprises. In Papua New Guinea, mobile operator Digicel provided over 1,000 digital wallets to improve financial transactions for women market traders. Private sector partnerships to improve local waste management in Nepal have applied innovative models generating thousands of dollars in new revenues for localities.

VII. Resources

89. Global economic conditions dampened the fiscal outlook for many UNDP funding partners in 2022. Despite a record year of \$4.8 billion in programme delivery, and the mobilization of \$4.9 billion in total resources,¹ UNDP fell short on several targets. Concerted advocacy helped stem backsliding, resulting in UNDP receiving nearly 92 per cent of contribution targets. Around \$590 million in regular (core) resources funding came from 39 government donors, below the Strategic Plan goal of \$720 million for 2022 and comprising only 12 per cent of total resources.

90. Developing countries demonstrated how much they value UNDP support as government co-financing outshot the target of \$892 million, exceeding \$1.2 billion. Private sector contributions (non-State partners) also went beyond a planned \$53 million to \$68 million. United Nations pooled funding, however, was half the expected target, at \$215 million (\$259 million including reimbursable support services), due in part to changes in operating modalities in Afghanistan. UNDP was shy of the \$1 billion target for global vertical funds, at \$885 million.

VIII. Bringing the moonshots down to Earth

91. The UNDP Strategic Plan, 2022-2025 began in a short window of time when the worst of the COVID-19 pandemic seemed to be receding, just before an explosion of new crises felt everywhere in the world. Despite all that unfolded, the performance of UNDP remained strong across its six signature solutions. This testifies to the value of its Strategic Plan in preparing and guiding the organization to protect and advance human development gains, now and looking forward.

92. With all that has happened, the moonshots that UNDP embedded in the plan might seem remote, if not unobtainable. Yet UNDP has moved forward on all four of them to a significant degree, measured by half a trillion dollars in Sustainable Development Goal-aligned finance, and hundreds of millions of people with improving prospects for better lives. UNDP offers a reminder of how much is possible when multilateral support is not only committed to progress but agile, effective and trusted in delivering it, bringing moonshots down to Earth.

93. High ambition must continue and grow because there is still far to go. The promise of development has eluded too many people for too long, putting everyone and the Earth itself at risk. Restoring that promise rests on the shoulders of all members of the international community. It is the only way out of crisis, towards the Sustainable Development Goals, towards a #futuresmart world.

¹ As of 14 March 2022.