

To a large extent, UNDP is regarded as an important partner for the authorities and helps to promote a sense of national ownership by supporting the priorities of recipient countries. UNDP cooperates extensively with authorities and other national partners on implementing programmes and projects. However, a report issued by MOPAN (a network comprising Norway and 15 other donors that evaluates multilateral organisations) points out that limited use of national systems and time-consuming procedures are weaknesses in the way UNDP works. UNDP's capacity building work was evaluated in 2010, and the report shows that this work is relevant and

effective in the short term, but that long-term planning is poor, making it more difficult to ensure that efforts produce lasting results. The evaluation report points out that UNDP's country-specific efforts have largely contributed to the development of national development strategies. The support that is provided at country level, seen in isolation, is considered to be relevant and effective, but at the same time too project-specific. The evaluation is basically critical of UNDP's failure to contribute to long-term, nationally embedded capacity development.

3. Norway's policy towards UNDP

UNDP is a very important partner for the implementation of Norway's UN and development policy, in part due to the organisation's broad-based presence at country level and its coordinating role. UNDP is a cornerstone of the UN's development work and is the organisation that ensures coherence in the UN's development efforts at country level. The organisation plays a key role in coordinating the UN reform process at country level (the One UN initiative). UNDP has a unique role in the promotion of democratic governance, including human rights and anti-corruption activities, and in crisis prevention and early recovery. UNDP is also a key partner for Norway in the field of environment and sustainable development, especially in connection with the Norwegian climate and forest initiative, and with the efforts to promote humanitarian disarmament and combat armed violence. The organisation plays an important part in the international debate on defining the global development policy agenda. Norway's objectives are as follows:

- UNDP must introduce a clearer strategic focus in its activities, with particular emphasis on areas in which the organisation has a unique role and comparative advantages: promotion of democratic governance, crisis prevention and early recovery, and coordination of the UN system's development activities.

- Results reporting must be improved, and a better results framework is a prerequisite for good reporting.
- UNDP must deliver measurable results. This requires both results-based management and a results-oriented organisational culture.
- UNDP must communicate more clearly and understandably what they deliver, why the organisation is important and what the results of their efforts are.
- UNDP must concentrate its efforts in individual countries. UNDP must withdraw from activities in which other UN organisations or actors outside the UN are better qualified to deliver services.
- UNDP must do its utmost to ensure that the UN "delivers as one" at country level.
- Adequate resources must be allocated to internal control mechanisms to keep in step with the organisation's expectations of increased engagement in fragile states and countries affected by conflict.

HRH Crown Prince Haakon will continue to serve as a goodwill ambassador for UNDP until 2013, with a view to promoting achievement of the Millennium Development Goals and UNDP's efforts to reduce poverty.

UNDP

United Nations Development Programme

1. Facts and figures

Type of organisation: Fund financed through voluntary contributions

Established in: 1965

Headquarters: New York

Number of country offices: 135

Head of organisation: Administrator Helen Clark (New Zealand)

Dates of Executive Board meetings in 2011: 31 Jan–3 Feb, 6–17 June (Annual Meeting), 6–9 Sept

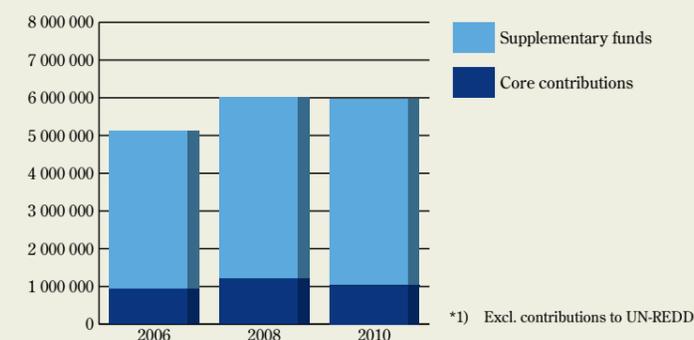
Norway's representation on Executive Board: Norway is participating as an active observer in 2010–2011 due to its substantial contributions. Board member from 2012–2013.

Number of Norwegian staff: 34

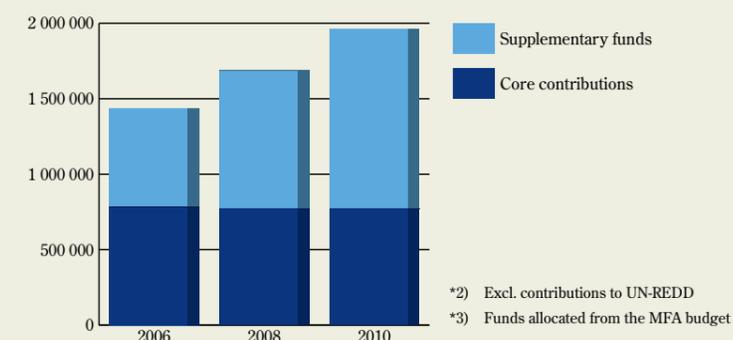
Responsible ministry: Norwegian Ministry of Foreign Affairs (MFA)

Website: www.undp.org

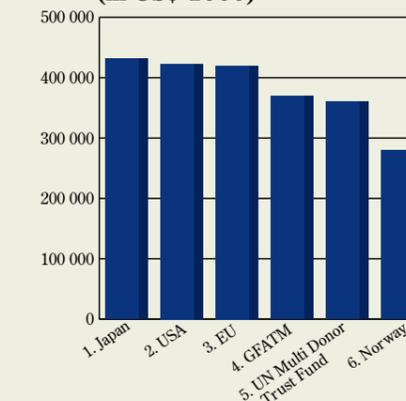
Total revenues ^{*1)} (in US\$ 1000)



Norway's contributions ^{*2),*3)} (in NOK 1000)



The five largest donors, and Norway, in 2010 (in US\$ 1000)



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<http://www.regjeringen.no/en/dep/ud/selected-topics/un>.

Mandate and areas of activity

UNDP is the largest of the UN funds and programmes with a development mandate, and has operations in 166 countries. UNDP has a very broad mandate. In accordance with its Strategic Plan 2008-2013, UNDP's main focus is on:

- Poverty reduction and achieving the Millennium Development Goals (MDGs)
- Democratic governance
- Crisis prevention and recovery
- Environment and sustainable development

Gender equality and human rights are cross-cutting issues. Capacity development is a significant aspect of UNDP's activities.

UNDP is an important actor in the discussions that define the international development policy agenda. UNDP's Administrator, who is the third highest-ranking official in the UN, also chairs the UN Development Group (UNDG), which comprises all the top UN officials. UNDP is tasked with coordinating the UN system's development activities at country level.

UNDP's budget is primarily targeted towards its mandate areas of poverty reduction, strengthening of democratic governance, and crisis prevention and early recovery. A substantially smaller portion of its budget is allocated to environment and sustainable development, but has increased in the last two years. The focus has also shifted in the past few years, with a reduction in the proportion of funding that goes to governance and an increase in the proportion allocated to crisis prevention and early recovery. UNDP's country programme for Afghanistan is by far the organisation's largest.

UNDP is responsible for publishing the independent Human Development Report. The recommendations and findings in the global, regional and national reports are used in political development strategies all over the world. The launch of the special edition for the Arab region in 2009 was the object of widespread attention and debate, and the report has played an important role in putting the challenges currently faced by the region on the agenda at an early stage.

Results achieved in 2010

UNDP reports only to a limited degree on what the organisation as a whole has achieved. Results are primarily documented at country level, and examples are provided below.

In the focus area poverty reduction, UNDP has contributed to the development of a number of MDG-based national poverty reduction plans. In Syria, UNDP's efforts have played a crucial role in highlighting the development challenges in the country's five-year plan, with focus on goals such as human development and poverty reduction. UNDP has also been instrumental in securing women's inheritance rights in Syria, thereby helping to provide women with access to microcredit. UNDP has prepared a plan to intensify country-level efforts to achieve the MDGs. In Malawi, UNDP helped to ensure that food security was made a national priority and to achieve an

increase in maize production that has benefited more than 1.7 million farmers. In India, 27 000 women now receive a widow's pension due to UNDP's efforts to integrate AIDS-related activities in national plans.

As a major, important part of UNDP's activities in the focus area strengthening of democratic governance, UNDP supported election processes in 60 countries in 2010. In the autumn of 2010, UNDP ensured that elections could be held in Afghanistan, working with the authorities to set up 5 947 voting stations. To facilitate the implementation of democratic elections in South Sudan, UNDP provided training for 100 judges and more than 1 000 police officers on Sudan's election law and referendum procedures. UNDP was responsible for organising voter registration, ballots and ballot boxes.

UNDP has also helped to promote democratic dialogue. In Bolivia, UNDP contributed to reducing the political polarisation by means of an initiative for a common agenda for constitutional reform. In Iraq and Macedonia, UNDP helped to put in place legislative amendments making it possible for civil society to participate in national planning processes. In China, UNDP has been an important dialogue partner for the authorities in efforts to create opportunities for direct dialogue between civil society organisations and between the authorities and the organisations.

Over 700 000 people in Macedonia now have better access to basic services due to UNDP's efforts to improve cooperation between various official bodies. In Bangladesh, UNDP helped to enable cell phone payment of over 5 million government payouts, which benefit millions of poor people, thereby increasing efficiency while reducing the risk of corruption. Moreover, UNDP's efforts to support the review mechanism for the UN Convention against Corruption have been particularly important in strengthening national anti-corruption institutions, especially in Jordan and Iraq. Jordan now serves as an example for other countries in the region.

In the focus area crisis prevention and early recovery, UNDP and WFP have engaged 240 000 people in Haiti, 40 per cent of whom are women, in income-generating work. Besides helping to kick-start the local economy, to the benefit of over 1.2 million people, UNDP has helped to remove 85 000 cubic metres of material from damaged buildings. In Kenya, Togo and the Solomon Islands, where there was considerable unrest during the last elections, peaceful elections were held in 2010 with support from UNDP.

In the focus area environment and sustainable development, UNDP helped to ensure that 112 new sites with a total area of 8.6 million hectares were defined as being worthy of preservation in 2010. UNDP facilitated the disposal of 1 295 tonnes and securing of 220 tonnes of hazardous materials, and supported the development of climate change measures in 29 countries.

The election programme in Afghanistan is the largest single initiative to promote democracy in which Norway has been involved. UNDP administered the support provided by Norway and in an evaluation of Norwegian support for democracy through the UN, completed in March 2011, was commended for its efforts under extremely difficult conditions. The report also confirms that this support has contributed to public debate on democratic development in the countries studied. In Afghanistan, Norway's support helped to ensure the implementation of the country's first elections. Several local voluntary organisations and government employees received training in holding elections. The evaluation points out that such support is particularly important in fragile states, where there are often few other actors present to defend the principles of democratic development.

2. Assessments: Results, effectiveness and monitoring

UNDP has been given a very broad mandate by its member states. Operationalising the mandate to ensure that the organisation's activities can be concentrated on the mandate areas in which UNDP plays a unique role therefore poses a challenge. UNDP's current long-term Strategic Plan (2008-2013) does not do enough to sharpen the organisation's strategic focus. The results framework underpinning the strategic plan does little to promote results-oriented management and the systematic reporting of results, partly because the issue was at one point highly politicised in the Executive Board. Reporting of results to the Board has nonetheless improved somewhat over time, but UNDP still faces challenges in terms of measuring results because baseline data and targets are often lacking, and in terms of reporting on the organisation's overall results, in part because UNDP does not have a system for aggregating country-level data for key indicators. UNDP also faces challenges with regard to demonstrating its own contributions to the development results achieved. The Executive Board has pointed out that the 2011 mid-term review of the Strategic Plan offers an opportunity to sharpen UNDP's strategic focus and improve the results framework for the remainder of the current strategic period. However, UNDP has only made limited use of this opportunity, and the Board has asked UNDP to draw up a road map that will ensure that the work done up to the next strategic plan (2014-2017) results in the clarification of strategic focus and an associated results framework that provides a better basis for results-oriented management and improved results reporting.

In 2009, the Executive Boards of UNDP/UNFPA and UNICEF adopted identical resolutions whereby these organisations are to introduce harmonised, but organisation-specific budgets based on the results frameworks in the respective organisations' strategic plans. Improving the results framework is therefore essential to the success of the budget reform. The reform is intended to strengthen the budget as a means of achieving prioritised goals and improve insight into the planned and actual use of funds.

UNDP's Evaluation Office (EO) has long been one of the strongest in the UN system. The independence of the EO is ensured by the fact it reports annually directly to the Executive Board and that its budget is adopted by Board decision. Weaknesses uncovered in UNDP activities are largely identi-

fied in the independent evaluations carried out by the UNDP's own EO. Thematic evaluations are submitted to the Board for consideration. A review of UNDP's evaluation policy in 2010 found weaknesses in evaluations carried out by country offices and in UNDP's follow-up of evaluation recommendations. The revised evaluation policy adopted by the Board in January 2011 will ensure that improvements are made. A new review will be conducted in 2013.

The independence of the internal audit function is ensured by the direct submission of reports to the Executive Board and by Board approval of the internal audit budget. However, the resources available are insufficient to deal with the increased workload. Internal audit guidelines have been adopted by the Board. UNDP also has guidelines for preventing corruption and following up on suspected corruption. An Investigations Hotline has been established and the Office of Audit and Investigations (OAI) is tasked with investigating alleged wrongdoing. An independent audit committee and an ethics office have also been established. External audits are conducted by the UN Board of Auditors, which reports to the Board every other year. Most of the shortcomings that are uncovered are linked to the country offices and in part to the tardy implementation of internal audit and audit recommendations.

The Executive Board receives an annual oral report on the implementation of UNDP's gender equality strategy, which focuses on operationalising women's rights and gender equality as a cross-cutting part of UNDP's activities. Progress has been made in UNDP's efforts to integrate women's empowerment and gender equality, but UNDP's own evaluations show that there are still significant weaknesses. A new tool, a gender equality marker, has been introduced to improve reporting on the mainstreaming of women's issues and gender equality in UNDP's activities. The 2010 MOPAN survey gives UNDP good marks for its efforts to promote women's empowerment and gender equality.

UNDP easily faces a dilemma when the organisation has to combine the promotion of internationally recognised norms with close collaboration with authorities. This is particularly the case in the mandate area of democratic governance, including human rights and prevention of corruption.