



STRONG PARTNERSHIPS, STRONGER IMPACT

Governments, International Financial Institutions and UNDP
Working Together for Development Results



Contents

About UNDP.....4

UNDP Administrator’s foreword.....6

1. Local insight, global reach: UNDP partnerships.....8

2. Partnerships for a better future: principles of tripartite collaboration.....14

3. Collaborating with IFIs and governments.....18

 Snapshot: COVID-19 response.....20

4. Partnerships in focus: Case studies.....22

5. Worldwide: Leveraging resources for SDGs and climate action through cooperation.....34

6. Tips and resources for engagement.....42

About UNDP

The United Nations Development Programme (UNDP) partners with people at all levels of society to help build nations that can withstand crisis, and drive and sustain the kind of growth that improves the quality of life for everyone. On the ground in 170 countries and territories, UNDP offers global perspective and local insight to help empower lives and build resilient nations. UNDP helps countries to develop policies, partnerships, and institutional capabilities in order to effect lasting change.



UNDP Administrator's foreword

The United Nations Development Programme (UNDP) is working ever more closely with International Financial Institutions (IFIs) to support countries and communities to co-invest in much-needed development solutions. In particular, UNDP assists governments to design and implement projects funded from their own revenue sources, or from grants or loans provided by IFIs. UNDP's tailored support allows governments to realise the greatest possible impact from these resources – saving time and funds while simultaneously strengthening national institutions and capacities.

Since 2010, UNDP has successfully supported governments and IFIs to execute wide-ranging projects worth over \$2.5 billion with IFI financing – driving forward progress on national development priorities in line with the Sustainable Development

Goals (SDGs). UNDP's engagement has included working with the World Bank (WB) to respond to crises such as in Yemen; teaming up with the Inter-American Development Bank (IaDB) to increase the technical and operational capacities of Panama's Ministry of Education; cooperating with the Islamic Development Bank (IsDB) to strengthen the logistics chain of Cameroon's Ministry of Health during the COVID-19 pandemic; or collaborating with the Asian Development Bank to provide vital support to farmers facing water insecurity in Viet Nam. Notably, UNDP is increasing the leveraging of climate financing from IFIs to co-create vital climate action programmes, building upon UNDP's strong track record of mobilising grants from vertical donor funds such as the Green Climate Fund (GCF).

As COVID-19 loosens its grip, developing countries have unprecedented opportunities to invest in tomorrow's green economy. Therefore, guided by our Strategic Plan 2022-2025, UNDP is strengthening and scaling-up its work with existing and new IFI partners to help governments to leverage and optimise development financing. This will help countries to make the bold choices that will energise decisive climate action, drive down poverty and inequalities, and boost human development. This includes placing an increasing emphasis on rolling out digital solutions to persistent development challenges. This much is clear: stronger partnerships between the United Nations and IFIs generate stronger impacts – helping to protect and restore our faltering planet while bringing tangible improvements to the daily lives of millions of people across the globe.



A handwritten signature in black ink, reading 'Achim Steiner'.

Achim Steiner
Administrator
United Nations
Development Programme

1. LOCAL INSIGHT, GLOBAL REACH: UNDP PARTNERSHIPS

UNDP Partnerships

In support of the SDGs, UNDP works with governments and IFIs around the world to leverage development expertise and resources by collaborating on analysis, assessments and planning, pipeline development, and project implementation towards shared outcomes. This brochure presents UNDP's support to tripartite collaboration for project implementation in a variety of settings and sectors, drawing on UNDP's knowledge, administrative and operational acumen, and its presence in 170 countries and territories for effective project execution.



How can UNDP add value to IFI operations?

UNDP offers IFIs access, impartiality, and expertise to help maximize the true development impact of every IFI dollar spent.



Global presence and access to stakeholders across sectors

Extensive global presence

- ▶ Over 8,000 staff in 170 countries
- ▶ Operates in fragile contexts, and other challenging environments

Partnerships and policy influence

- ▶ Trusted by government, IFIs, private sector, and other development financing stakeholders to convene a diverse range of global, regional, and local development partners
- ▶ Knowledge of sub-national and local networks

Thought leadership, programme, and operational support to the wider UN Development System in support of SDG implementation

- ▶ Vice-Chair of UN Sustainable Development Group (UNSDG), Chair of the Core Group, Co-Vice Chair of the Regional Collaborative Platforms, and member of other UN system-wide coordination platforms and mechanisms
- ▶ Advancement of the integrator function at all levels in support of multi-sectoral and multi-stakeholder approaches
- ▶ Acceleration and deepening of UN partnerships in support of UNDP's 2022-2025 Strategic Plan implementation

Impartiality



Credibility and reputation

- ▶ Credibility and neutrality through the “UN flag”
- ▶ Trusted by governments in sensitive situations

Broad development mandate

- ▶ Experienced partner for governments in SDG planning and implementation, and in designing Integrated National Financing Frameworks that mobilise, leverage, and align financing for national development plans
- ▶ Recognized commitment to sustainable development
- ▶ Convene South-South and Triangular Cooperation to enable IFIs to engage in innovative partnerships

This practice grew out of experiences in Latin America, where for the past three decades, governments have often called upon UNDP to support the design and execution of programmes funded by their own revenue, or drawing on loans from IFIs, in particular from the Inter-American Development Bank (IaDB) and the World Bank (WB).

Support to loan implementation continues to be a key feature of UNDP's work in Latin America, but it has expanded to other regions, as illustrated in the examples in this brochure. For instance, in 2021 UNDP saw a **77% increase in contributions from IFIs through government financing compared to 2020**, indicating a strong demand for its support for loan implementation – not only from traditional partners like the **World Bank** (in places like Belarus or Turkmenistan) or the IaDB (in Panama and Argentina, among others), but also from newer partners under this financing modality, including the Central American Bank for Economic Integration (CABEI) in Honduras, the Asian Development Bank (ADB) in Kazakhstan, or the Islamic Development Bank (IsDB) in Cameroon and Mozambique.

Expertise



Capacity development and implementation experience

- ▶ Can help IFIs to address underperforming loans by addressing national implementation gaps while developing long-term capacity
- ▶ Commitment to ESG (environmental, social, & governance) and SDG Standards
- ▶ Effective partner for project de-risking and piloting
- ▶ High standards for project quality, accountability, transparency, and measurement

Intellectual resources

- ▶ Develops knowledge products and case studies to support cross-country learning
- ▶ Leads the UN in Recovery and Peacebuilding Assessments and Post-Disaster Needs Assessments, including COVID-19 Socio-economic Impact Assessments to support recovery plans

Since 2010, UNDP has supported governments and IFIs execute projects with IFI financing worth over \$2.5 billion, helping to overcome operational bottlenecks while developing capacity and supporting the implementation of national development priorities.

Figure-1

The case for UNDP as a strong development partner

UNDP can help governments and IFIs fill gaps in project implementation



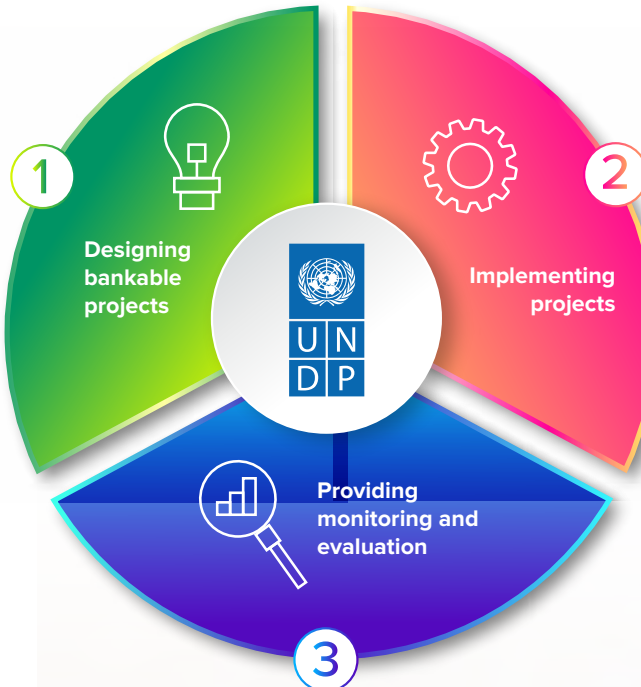
When there are gaps in the country’s ability to implement IFI loans/grants, such as in fragile and post-conflict situations and other challenging operating environments, when the country has lost creditworthiness or financing is difficult to arrange.



When there are gaps in the IFI's capacity to monitor loans/grants, such as situations where project work involves a large number of ministries and/or partners at the local level, is politically sensitive or involves new sectors/ areas for IFI.



Where loans/grants are not performing or in cases where the IFI or the government needs in-country policy analysis and/or technical assistance to help overcome bottlenecks or implement at the national or sub-national level.



UNDP also supports governments throughout the project cycle – designing bankable projects, implementing projects, and providing monitoring and evaluation oversight as a third party or fiduciary agent – such as for large-scale grants submitted through the Global Environmental Facility (GEF) or Green Climate Fund (GCF). If loan implementation is delayed, UNDP may be called in by the government to support the activities under the loan agreement. If there is a prospective loan under discussion, UNDP may be brought in to provide technical assistance or capacity development services (in areas such as procurement and financial management). This is all within an aim and process to support national or regional institutions to effectively carry out project objectives.

2. PARTNERSHIPS FOR A BETTER FUTURE: PRINCIPLES OF TRIPARTITE COLLABORATION

The benefits of tripartite collaboration include capacity development, timely implementation, lower costs, increased leveraging of resources, and a high standard of transparency.

UNDP facilitates an institutional environment for IFIs, governments, and other actors (including private sector and civil society organizations) to connect and collaborate. UNDP serves to convene and align development partners' objectives and financing priorities through the development of joint action plans, by mapping opportunities for cooperation and through the organization of events and technical discussions to engage with IFIs and governments to discuss policy issues and solutions for SDGs acceleration.

Governments stand to gain:

- ▶ Reinforced government ownership of project implementation and targeted services (tailor-made capacity development, data, policy tools, and instruments) to mitigate or remove barriers to implementation
- ▶ Support for vital capacity development (e.g. recruitment, procurement and financial management to better harness resources for maximum SDGs impact)
- ▶ Faster implementation of development initiatives, with efficiencies in management processes
- ▶ Improved financing for development

IFIs stand to gain:

- ▶ Trusted access on the ground, and risk management in fragile and crisis contexts
- ▶ Engagement with security, governance, and political partners
- ▶ Convening power of the UN System, governments, civil society, communities, and private sector
- ▶ Alignment with SDGs and global treaties such as the Paris Agreement
- ▶ Reduced costs of slow loan or grant implementation
- ▶ Access to bankable projects, partners, and co-financiers
- ▶ Effective implementation of loans and grants; optimized SDGs impact

UNDP stands to gain:

- ▶ Leveraging resources for SDGs, including climate and private financing
- ▶ Opportunities to foster South-South and Triangular cooperation
- ▶ Financing for countries where access to resources may pose a challenge
- ▶ Complementary approaches to common development priorities

Figure-2

Principles of Tripartite Collaboration

3. COLLABORATING WITH IFIs AND GOVERNMENTS



Results of tripartite partnerships between governments, IFIs, and UNDP are shown in the following snapshots of projects around the world, with a focus on joint projects with partners around the world. These examples demonstrate that greater impact is achieved by uniting forces. They also illustrate the services that UNDP can provide to governments and IFIs to overcome implementation bottlenecks while developing long-term capacity, and supporting national development priorities.

Snapshot: COVID-19 response

Drawing on its development and crisis response and recovery experience to health crises such as Ebola, HIV, SARS, tuberculosis and malaria, as well as its long history of working with the private and public sectors, UNDP is leading the UN's socio-economic response to COVID-19 as part of its mission to eradicate poverty, reduce inequality, and build resilience to crises and shocks.



Over 144 Socio-Economic Impact Assessments (SEIAs) have been completed in 97 countries across 5 regions, and over 119 Socio-Economic Response Plans (SERPs) have been rolled out by UN Country Teams with UNDP as technical lead. An estimated 50% of SERPs were developed in partnership, and with insights from, the World Bank – and one-third with the International Monetary Fund (IMF).

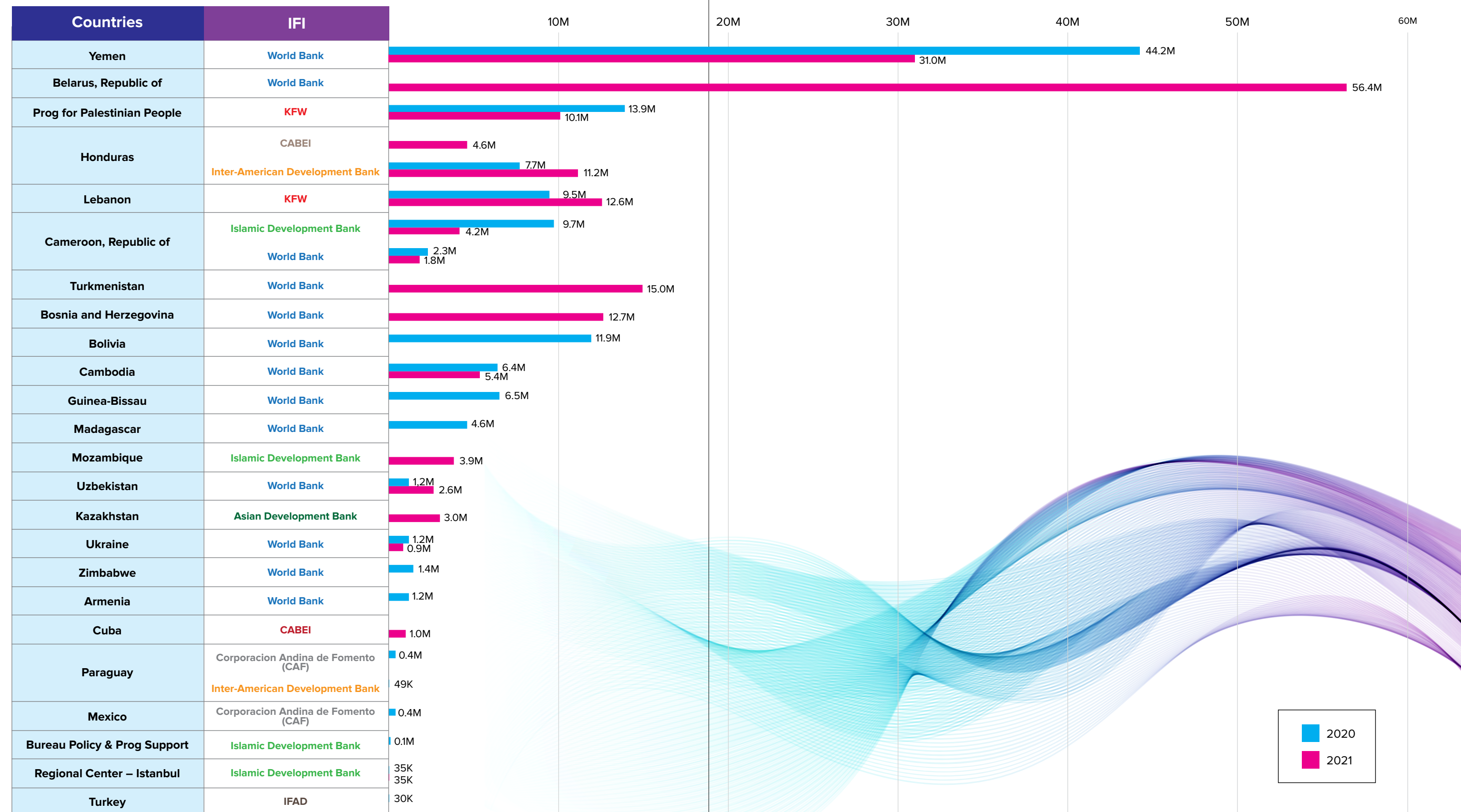
Since the start of the pandemic in 2020 to the end of December 2021, through tripartite partnerships, UNDP has received nearly \$299M to strengthen COVID-19 response in developing countries

through direct grants and indirect financing to implement government loans from IFIs such as the World Bank, the German national development bank KfW, IFAD, CAF- Development Bank of Latin America, African Development Bank (AfDB), ISDB, ADB, and IADB. The majority of this financing has enabled UNDP to support government partners with the procurement of vital personal protection equipment, healthcare equipment, and develop capacities and expertise to help strengthen COVID-19 responses.

Figure-3

IFIs contributions to UNDP's COVID-19 response (\$)

Source: UNDP data as of 31 December 2021



4. PARTNERSHIPS IN FOCUS: CASE EXAMPLES



ARMENIA



Integrated Border Management with
the European Investment Bank (EIB)



In 2012, UNDP was tasked with improving three Border Crossing Points (BCPs) in Armenia, which together account for 80% of the country's trade. These borders play a big role not just in the country but also the continent; the EU identified them as a section of the proposed intercontinental trade and transport network TRACECA (Transport Corridor Europe-Caucasus-Asia). The project, called "The Modernization of Bagratashen, Bavra and Gogavan Border Crossing Points," received \$53.7M from EIB, comprised of a \$37.4M loan to the government of Armenia and \$14.5M grant to UNDP from the EU's Neighbourhood Investment Facility. In addition, UNDP provided \$1.8M to the project.

Working closely with the Government of Armenia, UNDP supported the development of the Integrated Border Management Strategy and facilitated Armenia's access to EIB financing. UNDP brought its expertise in project management, construction, energy efficiency, negotiations and procurement. UNDP managed multi-million euro construction and supervision contracts based on Fédération Internationale Des Ingénieurs Conseils (FIDIC); prepared the Government for supervision and handover; and ensured timely loan disbursement, and reporting to EIB.

The project, completed in 2017, strengthened BCPs with:

- State-of-the-art infrastructure and equipment, including threat detection, and improved access to roads and facilities.
- New IT solutions and improvements in IT and security systems to digitize cross-border cooperation through data and information.
- 700 border officials trained in search techniques, tending to refugees, and tackling drug trafficking.
- Over 56,000 people benefited from high-speed internet in neighbouring communities following the retrofitting of gas, electricity, and fibre optic in Bagratashen and Bavra.
- 1,200 households connected to new gas networks.
- Streamlined procedures resulting in border transit times of:
 - 3 minutes for individuals (80% reduction from 15 minutes); 25 minutes for cars and

commercial vehicles. Cars waited 70% less compared to 1.5 hours in transit per car. Commercial vehicles saw a 75% decrease in wait time, down from 100 minutes in transit per vehicle.

- Integrated Border Management Systems aligned to international standards.
- Stronger cooperation between border management agencies.
- 15,500 individuals, passenger and commercial vehicles crossed the BCPs in 2017, an increase of 41% compared to 2015.

PROJECT DETAILS



Project Duration: 2012-2017



Implementing Partner: Ministry of Finance/State Revenue Committee



IFI: EIB



Total budget: \$53.7M

- \$37.4M loan from EIB to the Government of Armenia
- \$1.8M from UNDP
- \$14.5M grant from EU's Neighbourhood Investment Facility
- Additional resources provided by the European Bank for Reconstruction and Development (EBRD) and the Republic of Armenia



SDG 1: No Poverty
SDG 8: Decent Work and Economic Growth
SDG 9: Industry, Innovation and Infrastructure



UNDP Role: Technical advice, project management, and procurement



CAMBODIA



Protecting the largest freshwater lake in Southeast Asia through data innovations



In May 2021, UNDP entered into a tripartite partnership with the government of Cambodia and the World Bank to provide technical assistance to the **Sustainable Landscape and Ecotourism Project in Cambodia**, supported by a \$1.1M loan from the World Bank to the Cambodian government.

Data is the bedrock of effective and transparent environmental policies for reinventing eco-tourism, a key driver of Cambodia's economic recovery from COVID-19.

Borne out of urgent demand to revitalize tourism – Cambodia's second largest economic sector – in the era of COVID-19, and to address the climate and biodiversity crisis, and accelerate the SDGs, UNDP's technical assistance aims to strengthen institutions and capacities to improve environmental data management.

Through strengthened data management, the project aims to improve protected areas management, promote ecotourism opportunities, and strengthen policies for the sustainability of non-timber forest product value chains in the Cardamom Mountains in southwest Cambodia and Tonlé Sap Lake region in the northeast region of Cambodia, which is the largest freshwater lake in Southeast Asia and has been a UNESCO World Network of Biosphere Reserves since 1997.

UNDP's technical assistance seeks to ensure a robust Cambodian Environmental Management Information System and data management system which will provide policy makers with a tool to pinpoint financing needs, mobilize projects, and align them with national environmental policy indicators. An integrated and digitized information management system will enable officials to monitor and evaluate project activities much more effectively, and enable data-informed decisions about sustainable land and waterways usage.

As a leading United Nations agency in the Natural Resources Management sector in Cambodia, UNDP offers decades of technical expertise including on monitoring and evaluation systems, and a proven track record of helping the Ministry of Environment and other government institutions to build long-term capacities.



PROJECT DETAILS



Project Duration: May 2021- Dec 2025



IFI: World Bank/IDA



Project amount: \$1.1M



SDG 15: Life on Land



UNDP Role: Technical advisory on natural resources management; data management systems, sustainable financing mechanism; and effective monitoring and evaluation strategy.

UNDP Cambodia has a range of in-house experts for remote sensing and land-use mapping, as well as access to a regional and global network of experts in the sector. Through the project, UNDP will also leverage existing partnerships and build new strategic alliances with a wide range of key stakeholders (including the private and financial sectors) to create an enabling space for investments in biodiversity conservation.

In addition, over the past several years under the framework of the UN-REDD+ Programme and through

environmental governance initiatives, UNDP has been providing technical support on forest monitoring and data management, and the modernization of the data and information system departments of the Ministry of Environment of Cambodia.

"UNDP has been a key partner of the Royal Government of Cambodia in developing various tools and techniques

for national land cover and land use change monitoring, promoting climate action, and exploring sustainable financing options. We are therefore confident that our partnership with UNDP under this project will provide a valuable contribution to our efforts to strengthen the conservation and management of natural resources in the forest landscape", commented H.E. Sao Sopheap, Secretary of State, Ministry of Environment.





PAPUA NEW GUINEA



Building resilience against climate change and disasters in Papua New Guinea



Islands and atoll communities in Papua New Guinea (PNG) are facing great challenges caused by climate change such as rising sea levels, changing weather patterns, and intensified extreme weather events. The most affected communities are those living in poverty with very limited access to facilities for sanitation, healthcare, and education.

In March 2020, the government of PNG requested UNDP's support to implement a \$3M Asian Development Bank loan for the project *Building Resilience to Climate Change*. UNDP had entered the tripartite partnership at a point when the project had been underway for several years with limited progress and results. The latter was in large part due to the substantial complexity of the logistical, coordination and analytical challenges associated with the project implementation.

UNDP was the preferred UN partner of choice for the government, given its proven track record of being able to deliver, coordinate and implement complex intersectoral, and multistakeholder projects. Partners also capitalized on UNDP's strong in-house administrative and support capacities.

The project implementation required visiting remote and isolated islands and atolls to deliver services to the most vulnerable communities. UNDP was able to mobilize safe and secure modes of transportation, due largely to UNDP's security systems and leveraging of UN networks in PNG, such as the United Nations Department for Safety and Security (UNDSS). On behalf of the government, UNDP was also able to quickly procure the services of a highly respected international consulting company and worked in close collaboration with it to ensure timely implementation of the project.

"Papua New Guinea is deeply exposed to the impacts of climate change. These impacts are being felt across the country. *The Building Resilience to Climate Change* project, as with much of UNDP's support to Papua New Guinea, is critical to extending the government's capacity to take forward adaptation and mitigation efforts to support its most vulnerable. Papua New Guinea has taken a strong stand on climate, environmental, and conservation issues. UNDP

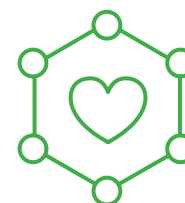


PROJECT DETAILS

-  **Project Duration:** March 2020- October 2021
-  **IFI:** Asian Development Bank (ADB)
-  **Project amount:** \$3M
-  **SDG 13:** Climate Action
-  **UNDP Role:** Project Implementation. Climate change consultation.

remains deeply committed to support the Government and people of Papua New Guinea to address these challenges", said Dirk Wagener, UNDP Resident Representative, Papua New Guinea.

As part of the tripartite partnership, UNDP conducted a complex series of consultations to reach island communities in remote and isolated parts of five areas in PNG, as well as with local, provincial, and national government authorities in the areas of climate change and disaster management. The team investigated impacts of climate change in hard-to-reach communities, based on present conditions in the communities and considered climate change predictions to assess likely changes in their exposure and vulnerability. Data and feedback from the various stakeholders will enable the communities in each island or atoll and governments at various levels to co-develop climate adaptation solutions and unlock project financing for communities most vulnerable to climate change and disaster risks.



YEMEN



Innovating to save lives: Yemen emergency crisis response



Yemen is a country facing one of the largest crises in the world with immense development and humanitarian challenges.

Since 2016, UNDP has mobilized nearly \$500M in grant financing from the World Bank's International Development Association (IDA) to Yemen (as of the end of 2021).

The long-term partnership between UNDP and the World Bank in Yemen is the first of its kind. It demonstrates that a large-scale project operationalizing a humanitarian-development nexus approach can be effective in complex and fragile settings with a strong partner like UNDP on the ground.

The approach preserves the capacities of key national institutions and civil society to operate during a humanitarian crisis. Through an agreed framework with national partners, UNDP jointly conceptualizes and structures the project components using a participatory process to jointly define the approaches, tools, and modalities to be adopted.

UNDP's programmatic approach focuses on enhancing partner institutions' capacities to provide vital public services, and maintain essential public works. Through these efforts, UNDP and national partners can connect the most vulnerable people and communities to health, water, sanitation, livelihoods opportunities, local food suppliers, and services to alleviate poverty.

UNDP's World Bank-backed response in Yemen consists of a collection of projects through a direct implementation modality, which includes the management of the funds, the delivery of planned results, and the use of the allocated resources as agreed in the financing agreement. Through the project team and other units, UNDP ensures the application of the project approaches in the conflict and political context; compliance with safeguard requirements; management of the grievance mechanism; and adherence to risk mitigation measures. This also ensures that project activities – including third party and project staff monitoring – are fully implemented. This partnership aims to provide direct support to

Yemenis in many ways, such as short-term income for vulnerable people – including a focus on women, internally displaced persons, and youth – as well as providing COVID-19 response for communities, with access to services like health, water, roads, sanitation, and agricultural lands. In addition, the project provides women with nutrition-based cash assistance and awareness, and supports small and medium businesses to help them revive the local economy and contribute to food security. To date, there have been over 2.6 million people who have indirectly benefited from over 2,500 repaired and improved assets in 95% of the country (317 of 333 districts).

PROJECT DETAILS

-  **Project Duration:** 2016- 2025 (multiple projects)
-  **IFI:** World Bank (WB), International Development Association (IDA)
-  **Project amount:** \$496.2M
-  **IDA:** \$496.2M
-  **SDG 1:** No Poverty
-  **SDG 5:** Gender Equality
-  **SDG 8:** Decent Work and Economic Growth
-  **SDG 10:** Reduced Inequalities
-  **SDG 16:** Peace, Justice and Strong Institutions
-  **UNDP Role:** operational design support, project implementation and management.

UNDP is implementing the World Bank funds through two prominent national institutions: the Social Fund for Development (SFD) and the Public Works Project (PWP), partnering with the Small and Medium Enterprise Promotion Service (SMEPS). These institutions have

their responsibilities defined within specific Letter of Agreements (LoAs), being accountable to UNDP for the delivery of specifically defined results on the ground. In support of these agreements, UNDP uses a partner-based risk management approach in line with the UN Harmonized Approach to Cash Transfers (HACT) policy that includes regular capacity assessments, spot checks, and audits.

To maintain the neutrality, independence, and autonomy of SFD, PWP, and SMEPS – and due to the ongoing political fragmentation and divided state institutions in Yemen — this partnership has primarily engaged national and local authorities, minimizing engagement with the central government.

In July 2021, the World Bank provided a \$23.8M grant to UNDP to lead a range of climate change adaptation measures in rural Yemen to provide immediate access to food by creating temporary employment opportunities through a cash-for-work (CFW) programme. With the additional funding, UNDP works with partners so that communities will be paid to work and restore damaged public and collective productive assets. In

turn, this unblocks bottlenecks to connect farmers, food producers, suppliers, and consumers – revitalizing the local trade and economy while reducing supply chain shortages. The financing is part of the World Bank’s \$127M package to support joint work by UNDP, the Food and Agriculture Organization of the United Nations (FAO), and the UN World Food Programme (WFP) to shore up food security and rural livelihoods in Yemen.

“This project is vital in helping Yemenis overcome compounding crises – including the fact that food crisis exists because Yemenis simply cannot afford their food, not because the food is unavailable,” says Auke Lootsma, UNDP’s Resident Representative in Yemen. “While the project addresses the critical and acute food crisis by putting needed money in people’s pockets to purchase food, it also works to begin to rebuild lost community assets that have either been destroyed or badly damaged in the conflict or in the recent devastating floods.” He adds, “Rebuilding vital infrastructure is a critical starting point for longer-term recovery in Yemen.”



HONDURAS

Digitally transforming Honduras’ citizen registry database to strengthen access to government services



Between July 2019 and November 2021, UNDP assisted the Government of Honduras by implementing its \$70.7M loan from CABI to digitalize a citizen registry database and issue the new National Identification Document (NID).

The Registro Nacional de las Personas or National Registration Bureau is a government agency in Honduras responsible for issuing, tracking, and authenticating legal documents such as identification, birth and death certificates, citizenship documents, and marriage certificates.

The loan from CABI enabled the National Registration Bureau to modernize the national identification database and generate a modern and secure identification document which will ultimately strengthen and protect the personal data of Honduras citizens, identity theft, and improve the government’s capacity to provide services and public programs more effectively.






Additionally, the new National Identification Document has a variety of high-security components and technology that make forgery and identity theft difficult and make it one of the safest in the world. Likewise, for the first time in the country, the delivery of the Digital National Identity (DNI) is carried out through a facial or fingerprint biometric validation that allows the identity of the person to be confirmed, guaranteeing a safe and non-transferable delivery.

The innovation and technology of the new DNI lays the foundations for a process of digital transformation, which will improve efficiency in the provision of public programs and services for all citizens. In addition, it will facilitate interoperability with public and private institutions.

UNDP coordinated closely with the National Registration Bureau and provided technical support for the management of resources, operations, logistics and human capital which enabled the development of an effective and efficient DNI enrollment and delivery process. This includes the hiring of advisers, experts and thematic specialists in technology, biometric, communications, capacity building, and security, among others.



PROJECT DETAILS

-  **Project Duration:** July 2019- October 2021
-  **IFI:** Central American Bank for Economic Integration (CABI)
-  **Project amount:** \$70.7M
-  **SDG 16:** Peace, Justice and Strong Institutions
-  **UNDP Role:** Technical support on resources management, operations, logistics, and human capital.

UNDP also supported the launch of a massive and unprecedented nationwide operation to deploy 1,400 enrollment kits and over 400 vehicles, and hire nearly 4,000 workers who traveled all across Honduras to enroll people in the most remote parts of the country. The workers traveled in vehicles equipped with solar panels and biometric technology to establish pop-up National Identity enrollment sites, with a focus on reaching minority populations and vulnerable people such as indigenous populations, rural off-grid communities without access to electricity or connectivity, African-Honduran populations, the LGTBIQ+ community, the elderly, and people with disabilities.

By November 2021, 5.4M Hondurans living in the country had enrolled in the new citizen registry database, with 4.7M new National Identification Documents issued, and the national fingerprint database updated and available for use.

“The quality and security offered by the new National Identification Document (NIDs) will facilitate interoperability between state institutions, as well as improved identification of clients and users in public and private institutions. The NID has the potential to simplify numerous processes”, says Oscar Rivera, President Commissioner, National Registration Bureau.

CABEI and Honduras partnered with UNDP due to its extensive experience in developing and implementing national registration and biometrics identification programs, as well as digital ID programs, and other related initiatives to unlock citizen’s access to legal

identity paperwork. In addition, UNDP also has access to procuring a global network of experts and companies which provide the experience, quality, knowledge, and technology required for digital identification systems. This allowed UNDP to quickly respond to a highly demanding and extremely complex operation that was developed in record time while in the midst of the global COVID-19 pandemic.

“This is a very important moment for Honduras, the National ID will contribute to the economic, social and digital transformation of the country, democratizing the population’s access to public services and facilitating access to private services”, remarked Richard Barathe, UNDP’s Resident Representative in Honduras.



The education achievement gap has been widening between private and public schools in Panama, even before the COVID-19 pandemic. Between 2013 to 2019, the drop-out rates of middle school and high school students in the public school system reached 63% according to the Ministerio de Educación of Panama (MEDUCA). Investing in education is vital for Panama’s economic growth, trade, and the digital economy.

In May 2019, the IADB loaned \$100M to Government of Panama to improve the quality of education. On behalf of MEDUCA, UNDP has been implementing \$47M out of the total loan to strengthen technical and operational capacity; improve agility and transparency in process and procedures; and develop a platform for MEDUCA to work with counterparts and development actors. This vast experience was considered by IADB and the Minister of Education when they decided to include UNDP as a strategic partner.

When the COVID-19 pandemic arrived in Panama, a year after the start of the project, UNDP worked closely with the government to improve access to education.

By the end of 2020, UNDP had provided education materials for more than 450,000 students, as part of the Panamanian Ministry of Education’s distance learning strategy to develop and adapt school curricula and other materials on subjects such as mathematics, Spanish and social and natural sciences for students aged 5-12 years; and improve health and hygiene conditions through the provision of water storage tanks, with pumping systems for some 770 public schools across Panama, benefiting over 192,000 students.

“UNDP is committed to Panama in strengthening the educational process. We’re collaborating with the Ministry of Education and the Permanent Multisectoral Council for the implementation of the National Commitment to Education, in its search for innovative solutions by learning from the pandemic to achieve a quick and safe return to schools, unlock digital connectivity for students, and ensure that no one is left behind”, said Aleida Ferreyra, Deputy Resident Representative of UNDP in Panama.

UNDP also supported the digital transformation of the Ministry of Education’s information systems. As a result, the Ministry of Education saw improved educational policy decision-making and more efficient allocations of budgets.

UNDP is working closely with the government to establish a baseline to measure academic learning levels for students through national and international tests. A comprehensive pedagogic support for schools has been implemented, with a focus on supporting students with the lowest performance. Moreover, UNDP is supporting the Ministry to ensure adequate maintenance of facilities, equipment, and school supplies for students who attend learning centres, which are often operated by civil society and other non-profits.



PROJECT DETAILS

 **Project Duration:** May 2019- Dec 2022

 **IFI:** Inter-American Development Bank (IADB)

 **Project amount:** \$47M

 **SDG 4:** Quality Education

 **UNDP Role:** Technical assistance on a base-line to measure academic learning, and a digital transformation of the Ministry of Education.



TURKMENISTAN

Building healthcare to emerge stronger from the COVID-19 crisis



The COVID-19 pandemic severely strained Turkmenistan's healthcare system, which was also at high risk of shocks due to a lack of data and a shortage of healthcare workers.

In July 2020, The World Bank [approved a \\$20M loan](#) from the International Bank for Reconstruction and Development (IBRD) for the Turkmenistan COVID-19 Response Project. The project supports priority activities under the government's National Pandemic Preparedness and Response Plan, which strengthens country-level coordination, upgrade risk communication and community outreach, and reinforce testing, response capacities, infection prevention and control, and case management practices in health care facilities.

The government of Turkmenistan partnered with UNDP to serve as a project implementing entity, with a focus on providing technical advice and strengthening the capacity of Turkmenistan Ministry of Health to respond to the pandemic. This support includes the provision of technical advice for COVID-19 testing and treatment capacities. Due to UNDP's demonstrated experience in fast, efficient, and transparent global procurement, UNDP is also procuring healthcare equipment for the Ministry of Health in Turkmenistan, in addition to covering training needs of medical workers.

"UNDP stands ready to join forces with the World Bank, other UN Agencies and the Government of Turkmenistan to strengthen the national health care system of the country and reinforce its response and preparedness to the current and future pandemics", said Narine Sahakyan, UNDP Resident Representative in Turkmenistan during the launch of the project.

The first workshop online for medical workers started on October 2021. The project aims to support digital solutions for surveillance of infectious diseases, to keep facing the COVID-19 pandemic and establish a monitoring system for future health crises.



PROJECT DETAILS



Project Duration: September 2021- June 2023



IFI: World Bank



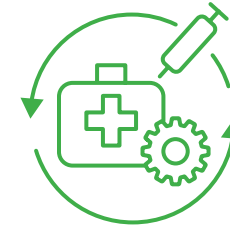
Project amount: \$19.9M



SDG 3: Good Health and Well-being
SDG 17: Partnerships for the Goals



UNDP Role: Procurement of medical equipment and technical assistance on staff training.



CAMEROON

Strengthening the logistics chain of the Ministry of Health amid the pandemic



Lack of access to medical and non-medical equipment challenged health workers' responsiveness during the COVID-19 pandemic. In July 2020, a tripartite collaboration between the Islamic Development Bank (IsDB), the government of Cameroon, and 3 United Nations agencies (UNDP, UNOPS, UNICEF) made available \$27.4M to help improve Cameroon's testing capacity, and early detection and support of COVID-19 management cases, thus enabling a strengthened health system.

From the total funds available, UNDP signed the larger agreement for \$13.8M with the Government of Cameroon to to strengthen the health system and the logistics chain of the Ministry of Health.

"Beyond the response to COVID-19, which has greatly stressed our health professionals, this partnership is an opportunity to further strengthen Cameroon's health system in the face of future resurgence of epidemics and pandemics in Cameroon", said Manaouda Malachie, Minister of Public Health during the presentation of the project in August 2020.

The medical and non-medical equipment procured by UNDP included 6 scanners (two high speed and four regular speed), 162 ventilators, 500 oxygen concentrators, 15 ambulance vans, 10 four-wheel drive ambulances, 30 mobile x-ray devices, mobile radios, hospital beds, Personal Protective Equipment (PPE), and supplies such as electric tensiometers, stethoscopes, laser front-end electronic thermometers, communication equipment for ambulatory vehicles, pulse oximeters, and other essential items.

In the midst of supply chain shortages, UNDP's ability to quickly, efficiently, and transparently procure essential emergency medical supplies for frontline healthcare workers was critical to saving lives during

the global COVID-19 pandemic. Since the outbreak of the pandemic, UNDP Cameroon has played a frontline role by mobilizing financing from the IsDB to support the government to respond to the immediate threat of COVID-19 and simultaneously strengthen the resilience of Cameroon's healthcare system.



PROJECT DETAILS



Project Duration: March 2020- September 2021



IFI: Islamic Development Bank (IsDB)



Project amount: \$13.8M



SDG 3: Good Health and Well-being



UNDP Role: Technical assistance on medical equipment procurement.

5. WORLDWIDE: LEVERAGING RESOURCES FOR SDGs AND CLIMATE ACTION THROUGH COOPERATION



Strong, effective, transparent, and responsive financial systems are necessary for governments to unlock development financing which provides a roadmap for recovery from the COVID-19 pandemic, achieve their SDGs, and meet their environmental and green energy transition goals for the Paris Agreement.

UNDP offers integrated services and sustainable development approaches for public and private partners to easily leverage UNDP’s vast network of partnerships to maximize investments through co-financing and other means of optimizing financing. As part of COVID-19 response and recovery, UNDP is also helping partners to leverage financing, capacity, technical and policy advisory expertise, and other enabling services to ensure that development financing systems can overcome risks which create roadblocks for financing SDGs and climate action.

UNDP has extensive experience in designing and implementing initiatives that de-risk and optimize financing for investments on climate action. Working

in partnership with financing instruments such as GEF, the Adaptation Fund (AF) and GCF, UNDP has a track record of catalyzing private sector investments in a range of sectors. In particular, UNDP helps governments to design and implement technical, financial, policy and capacity-related projects designed to reduce risks, remove barriers, and create an attractive enabling environment for investments.




Since 2016, UNDP has mobilized \$17.5B in financing investments for climate and environment projects from AF, GEF and GCF through 571 projects in 136 countries, representing a grant investment of \$3.2B and co-financing of \$14.2B.

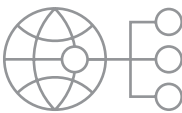
In addition, since 2016, the UNDP Climate Change Adaptation Team has mobilized \$2.9B of investments for climate and environment projects from AF, GEF and GCF to support 99 projects in 66 countries, representing a grant investment of \$1B and co-financing of \$1.8B.

Figure-4

Global Overview of UNDP’s Active Projects through Vertical Funds

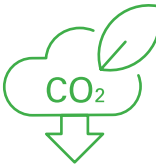
Duration: Cumulative, from the start of financing to 31 December 2021

	The Global Environment Facility	Adaptation Fund	The Green Climate Fund
			
Grant amount	\$845.3M	\$48.3M	\$182.7M
Co-financing amount	\$4.5B	\$160,000	\$433.6M
Number of Projects	415	8	11



Key Examples:

- In Armenia**, UNDP is partnering with the European Investment Bank (EIB), ADB, GCF and other partners to de-risk and create a favourable market environment to scale up investments in the energy efficiency of building retrofits. The project developed in 2017 and ending in 2023 is expected to lead to sizeable energy savings and greenhouse gas emissions (GHG) reductions (up to 5.8 million tonnes of CO2 of direct and indirect emission savings over the 20-year equipment lifetimes), green job creation, and energy poverty reduction. The project will directly benefit over 200,000 people and catalyse private and public-sector investments of approximately \$100M.



5.8 million tonnes of CO2
direct and indirect emission savings



This project will directly benefit over 200,000 people

- The agricultural sector is the backbone of the Vietnamese economy and has expanded its exports to more than 150 markets. The sector contributes to the food security of the country and the world. However, Viet Nam is among 10 countries most vulnerable to climate change and natural disasters. The Central Highlands and South Central Coast regions are important economic development zones. They are also most vulnerable to climate risks in Viet Nam. Climate change-induced rainfall variability and drought threaten the livelihoods of vulnerable smallholder farmers and many ethnic minority groups, who call the two regions home. In recent years producers of key agriculture crops, including perennials (e.g. coffee, cocoa, avocado, durian), fruit and horticulture (e.g. dragonfruit, asparagus, aloa vera, etc), and other high-value crops, have been struggling with devastating crop damages

due to prolonged drought during planting season. UNDP is working with the government of Viet Nam, ADB and GCF, to strengthen the capacities of farmers to adapt and respond to climate change-induced water insecurity, rainfall variability, and droughts. The \$156M project comprises of \$30.2M of grant financing from GCF and \$126M in co-financing from the ADB-financed Water Efficiency Improvement in Drought-Affected Provinces Project (WEIDAP) and the Government of Viet Nam. Using blended concessional finance through a partnership with ADB, and grant financing from GCF, from 2021 to 2026, the project aims to enhance water security to help small-scale farmers in the target regions. The \$30.2M GCF grant being mobilized by UNDP will complement the ADB investment by providing vulnerable, poor and near-poor – particularly women and ethnic minority- smallholders, with last-mile connections to mainlines in the irrigation infrastructure, supplemented by small-scale rain-fed irrigation investments (ponds). The project will support smallholder farmers to adopt climate-resilient agricultural practices while also strengthening their access to localized agro-climate information and markets.





- **The Accelerating Renewable Energy in Central America (ARECA)** project promotes renewable energy projects in Central American countries through a mechanism for partial credit guarantees and other means. The project is administered by UNDP and executed by CABEL. This effort has catalyzed new investments estimated at nearly \$156M, funding 23 small renewable energy projects for a combined installed capacity of 56 megawatts in several Central American countries.

- **In Bosnia and Herzegovina**, UNDP is building on synergies with the World Bank's Bosnia Energy Efficiency Project, in partnership with the Swedish International Development Agency and Vertical Funds to support the government's green energy transition. The project is dedicated to improving the energy efficiency of public infrastructures such as schools, hospitals, and public buildings through clean energy, more energy efficient lighting, heating, and insulation. The project (2018-2026) aims to directly reduce the equivalence of 2.02 million tonnes of CO2 and indirect emissions of up to 8.1 million tonnes of CO2. It will directly benefit 150,000 people (occupants and users of public buildings; 4% of the total population), including 80,000 women, and will lead to the creation of over 5,630 new fulltime equivalent jobs. The project will leverage considerable co-finance of up to \$105.3M.



Spotlight:

UNDP's Sustainable Finance Hub (SFH)

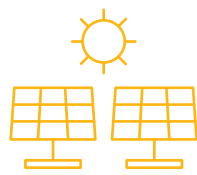
Through the Sustainable Finance Hub (SFH) – formerly known as the Finance Sector Hub, established in 2019 to integrate and leverage UNDP's SDG financing portfolios – UNDP offers a comprehensive package of methods and tools to enable governments, private sector, and IFIs to accelerate financing for the SDGs. From supporting national financing strategies that deepen public-private collaboration, to developing global Standards for Private Equity funds, SDG Bonds and Enterprises, and investor maps for SDG-enabling investments, the SFH brings the best of UNDP to accelerate progress of the SDGs.

UNDP has a proven track record working in public finance and private sector development, and more recently in unlocking private capital for the SDGs. The SFH was established in response to growing demand from governments and international

development finance partners for holistic policy frameworks and partnership platforms that enable more effective mobilisation and management of financing for national development priorities.

UNDP also offers partners such as Development Finance Institutions (DFIs) access to concessional capital through grants from vertical funds to blend with DFI commercial investments; pipeline facilitation and early stage preparation for climate change mitigation investments and SDG focused investments; non-financial technical assistance including impact management & measurement (IMM) applications; and policy research and advocacy on sustainable finance and adoption of SDG-aligned impact standards for private equity, bonds and enterprises.





Spotlight:

The Africa Minigrids Program

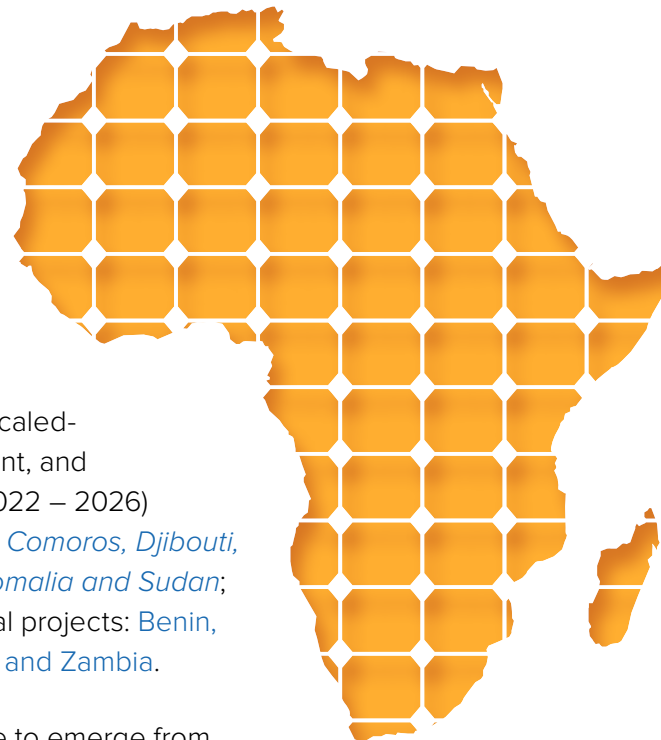
UNDP, the African Development Bank, the Global Environment Facility (GEF), and the Rocky Mountain Institute are partnering on the new Africa Minigrids Program (AMP) to remove barriers that prevent renewable energy markets in developing economies across Sub-Saharan Africa from accessing large volumes of commercial financing.

The AMP aims to increase access to electricity by improving the financial viability and promoting scaled-up commercial investment in renewable energy minigrids. The programmatic approach aims to achieve greater impact by creating new minigrid markets across the continent, which, in aggregate, will create scale and momentum, attracting private sector interest and investment. As such, the program aims to leverage an initial target of \$650 million in co-financing through public-private partnerships.

The program is initially supporting two rounds of AMP National Projects, across 18 countries, which will be implemented over the course of four years. Each National Project has a set of tailored activities structured around four components: (i) policy and regulations, (ii) business model innovation with private sector, (iii) scaled-up financing, and (iv) digital, knowledge management, and monitoring and evaluation (M&E). The first round (2022 – 2026) includes 11 National Projects: *Angola, Burkina Faso, Comoros, Djibouti, Ethiopia, Eswatini, Madagascar, Malawi, Nigeria, Somalia and Sudan*; The second round (2023 – 2027) includes 7 national projects: *Benin, Chad, Niger, Mali, Mauritania, Sao Tome & Principe, and Zambia*.

The AMP offers a pivotal opportunity for knowledge to emerge from, and be shared among the initial 18 participant countries and the diverse implementation environments they represent, while creating economies of scale for providing program services. To seize this opportunity, the **AMP Regional Project** will augment the AMP by providing technical, operational, and knowledge support to the AMP National Projects, while also serving as a knowledge platform for AMP and the wider African minigrids ecosystem.

Solar-battery powered mini-grids offer great potential for the world's 789 million people, including 548 million in sub-Saharan Africa – who currently don't have access to electricity to connect to affordable energy that is environmentally-friendly. The Africa Mini Grids Programme aims to unlock communities' access to clean energy by increasing financial viability and promoting scaled up commercial investment in low-carbon mini-grids in Africa, with a focus on cost-reduction levers and innovative business models. The mini-grid opportunity focuses on reducing hardware costs (solar modules, batteries, energy efficient appliances), promoting disruptive digital trends (mobile money, digital platforms and data), and catalyzing innovative private sector business models.



The African Development Bank (AfDB) is providing an initial \$142.3M in grant funding and co-financing (loans and grants) to the Africa Minigrids Program (AMP).

\$2M in grant funding



and implementation of two AMP national projects in Madagascar and Angola totalling \$2M

\$113M in co-financing

(loans and grants)

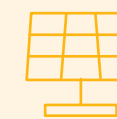


to AMP national projects in Burkina Faso, Comoros, Ethiopia, and Nigeria



\$27.3M in co-financing

(loans and grants) to the AMP Regional Project



Leverage the AMP's focus on cost reduction to optimize AfDB's own activities such as its Africa Mini-Grid Market Acceleration Programme (AMAP)



Participate as a development partner in the AMP Regional Project Board

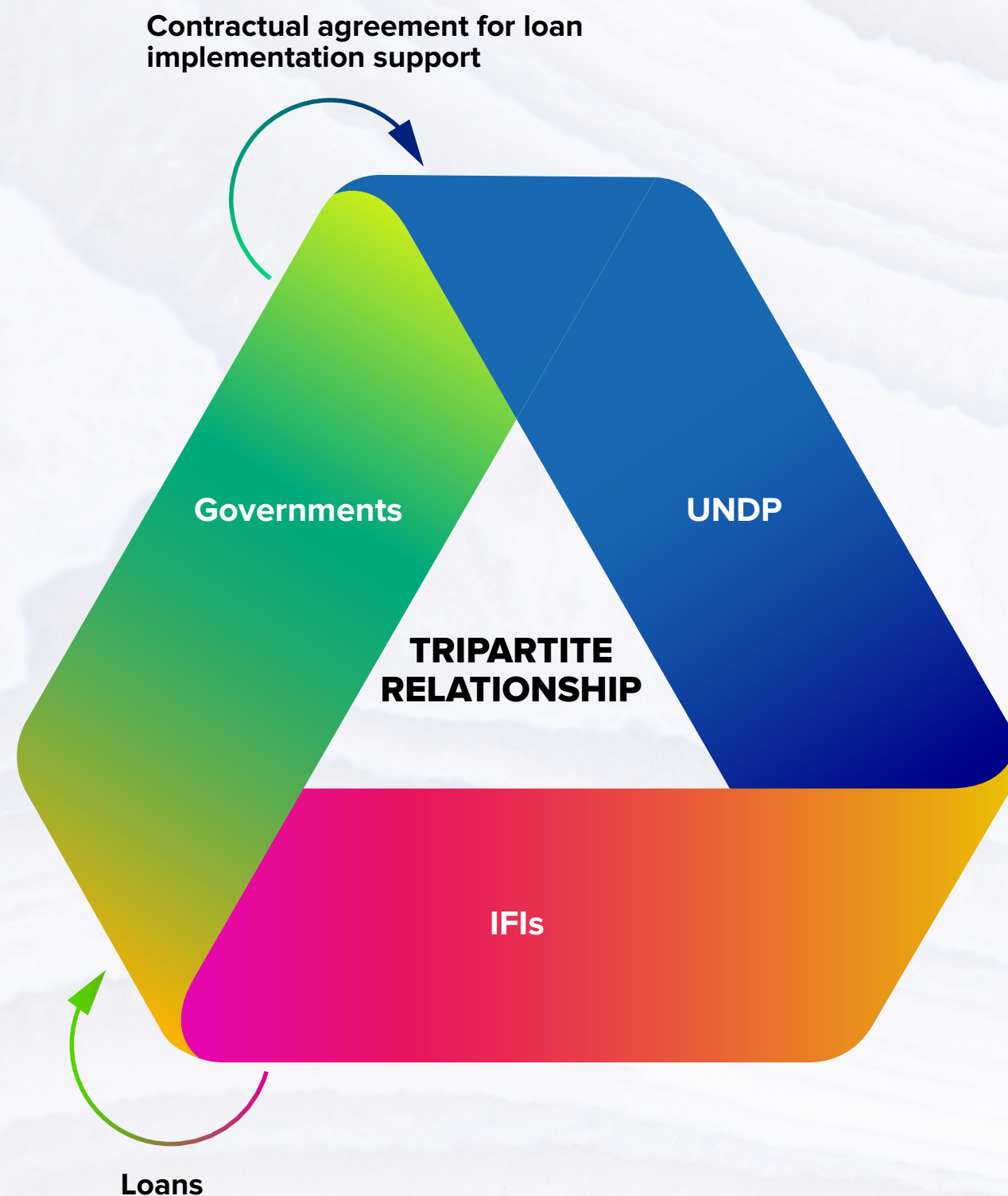
UNDP and AfDB are exploring additional co-financing opportunities for the second round of AMP national projects which will enter a four-year project execution phase in the second or third quarter of 2023.

**6. TIPS AND RESOURCES
FOR ENGAGEMENT**



Figure-5

Strong Partnerships, Stronger Impact: Tripartite Collaboration



The breadth and depth of IFI financing makes its implementation inherently complex. As a worldwide organization, UNDP can engage IFIs on multiple levels, drawing on expertise in New York and regional hubs to support efforts led by UNDP offices in 170 countries and territories – deepening successful collaborations locally. Engaging at every level is key.



3 tips for engaging at every level



Play to your strengths

The tripartite partnership works best when each stakeholder makes meaningful contributions through defined roles. The government provides UNDP and IFIs with direction on development financing and priorities. It also plays a vital role as the national authority, in areas such as licensing and permits, monitoring, customs clearance, and handover. IFIs contribute funding, specialized expertise, regional presence, and international backing to complement UNDP's development expertise, technical and operational capabilities, and extensive field experience in each country. On the ground, the tripartite relationship is adaptable and may be adjusted to best suit the operational needs of each project, as set out in mutually agreed project documents.



Plan for complex procurement

IFI projects often require interrelated contracts – which must be bid and managed correctly. This requires a professional procurement cadre ready to interact with national counterparts in order to develop suitable terms of reference, using all of the resources available within UNDP. Talent generation is essential to buyers and vendors, and procurement actions must balance international competitive bidding with local sourcing. Information on contract implementation, as well as vendor performance, must be shared early and regularly amongst the partners. When challenges arise during contract implementation, partners should agree on how to address them, and how to best identify and mitigate risks.



Risks and responsibilities are shared

A defining element of the tripartite partnership is the stewardship of public funds. Financial arrangements must suit loan agreements, as well as the contractual milestones for the activities that the project is financing. While UNDP will typically be tasked with managing contractual relationships directly, cash flow must be ensured by all partners, with budgets being reviewed periodically. When market conditions or unforeseen circumstances affect a project adversely, the partners shall work together to ensure shortfalls are met.

PHOTO CREDITS

Cover/back cover: Shutterstock
Page 3: Shutterstock
Page 4-5: UNDP/MR
Page 6-7: Shutterstock
Page 7: UNDP/Positive Mass Films
Page 8-9: UNDP/Bolivia
Page 12-13: UNDP/Nigeria
Page 14-15: UNSPLASH/Cameron Venti
Page 18-19: UNDP/Bangladesh
Page 24: UNDP/Cambodia/Manuth Buth
Page 25: Wildlife Alliance Ranger/Wikicommons
Page 26: UNDP/Papua New Guinea/Morobe Manus
Page 28: UNDP/Yemen
Page 29: UNDP/Honduras
Page 30: UNDP/Honduras
Page 32: UNDP/Turkmenistan
Page 33: UNDP/Cameroon
Page 34-35: UNDP/Peru
Page 37: UNDP/ Viet Nam
Page 38: UNDP/Peru
Page 42-43: UNDP/Iraq

Additional questions about working with IFIs can be directed to
UNDP’s Financial Institutions Partnerships Teams:
bera.pg.fit@undp.org

Additional questions about operations can be sent to
officeofprocurement@undp.org





United Nations Development Programme

One United Nations Plaza
New York, NY 10017

www.undp.org

© UNDP 2022