



# Strong Partnerships, Stronger Impact

Governments, IFIs and UNDP  
working together for development results





# SUSTAINABLE DEVELOPMENT GOALS

**1** NO POVERTY

**2** ZERO HUNGER

**3** GOOD HEALTH AND WELL-BEING

**4** QUALITY EDUCATION

**5** GENDER EQUALITY

**6** CLEAN WATER AND SANITATION

**7** AFFORDABLE AND CLEAN ENERGY

**8** DECENT WORK AND ECONOMIC GROWTH

**9** INDUSTRY, INNOVATION AND INFRASTRUCTURE

**10** REDUCED INEQUALITIES

**11** SUSTAINABLE CITIES AND COMMUNITIES

**12** RESPONSIBLE CONSUMPTION AND PRODUCTION

**13** CLIMATE ACTION



**14** LIFE BELOW WATER

**15** LIFE ON LAND

**16** PEACE AND JUSTICE STRONG INSTITUTIONS

**17** PARTNERSHIPS FOR THE GOALS

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# About UNDP

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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 nearly **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.



## Foreword

The world has agreed on a new development path – the 2030 Agenda for Sustainable Development is a ground-breaking framework for people, our planet and prosperity. It sets clear priorities aimed at ending poverty in all its forms, significantly reducing inequalities, and building peaceful, inclusive, and resilient societies. Implementing the 17 Sustainable Development Goals (SDGs) will require that we leverage all sources of finance – domestic and international – reinforcing each other. For that to happen, partnerships arise as a powerful resource to deliver meaningful impact.

UNDP's new Strategic Plan calls for UNDP to play a stronger role as a provider of integrated development solutions tackling multidimensional development challenges through SDG country-driven approaches, and to help governments leverage development financing. As a development partner in nearly 170 countries, UNDP supports Governments in designing and implementing projects funded from their own revenue or from grants or loans provided by International Financial Institutions (IFIs).



**UNDP supports Governments in designing and implementing projects funded from their own revenue or from grants or loans provided by International Financial Institutions (IFIs).**

The benefits of UNDP's support to Governments to deliver their domestic resources, including loans, can include quality development results with savings in time and funds, while strengthening institutions and implementation capacity. UNDP's extensive experience of working in countries around the world and partnering with a wide array of stakeholders – including Governments, IFIs and others – allows it to meaningfully support its member countries as they work to achieve the SDGs and strengthen the livelihoods of millions of people.

**Achim Steiner,**  
UNDP Administrator


# Local Insight, Global Reach: 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, presence and administrative and operational acumen 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.

<p><b>PRESENCE AND ACCESS</b></p> 	<p><b>Extensive Global Presence</b></p> <ul style="list-style-type: none"> <li>▶ Over 8,000 staff in nearly 170 countries</li> <li>▶ Operations in fragile contexts and other challenging environments</li> </ul> <p><b>Partnerships and Policy Influence</b></p> <ul style="list-style-type: none"> <li>▶ Excellent rapport with government and other stakeholders</li> <li>▶ Knowledge of sub-national and local networks</li> </ul> <p><b>Access to resources of the wider UN Development System</b></p> <ul style="list-style-type: none"> <li>▶ Vice Chair of UN Development Group and current custodian of UN Resident Coordinator system</li> <li>▶ Provides integrator platforms at global and country level to support multi sectoral and multi stakeholder approaches for SDG implementation</li> </ul>
<p><b>IMPARTIALITY</b></p> 	<p><b>Credibility and Reputation</b></p> <ul style="list-style-type: none"> <li>▶ Carries a neutral profile, bolstered by the 'UN flag'</li> <li>▶ Trusted by Governments in sensitive situations</li> </ul> <p><b>Broad Development Mandate</b></p> <ul style="list-style-type: none"> <li>▶ Effective partner for Governments in SDG planning and implementation</li> <li>▶ Recognized commitment to sustainable development</li> <li>▶ Foster South-South and Triangular Cooperation enabling IFIs to engage in innovative partnerships</li> </ul>
<p><b>EXPERTISE</b></p> 	<p><b>Capacity Development an Implementation Experience</b></p> <ul style="list-style-type: none"> <li>▶ Can help address national implementation gaps on under-performing loans while developing long-term capacity</li> <li>▶ Commitment to social and environmental standards</li> <li>▶ Effective partner for project de-risking and piloting</li> <li>▶ High standards for project quality, accountability and transparency</li> </ul> <p><b>Intellectual resources</b></p> <ul style="list-style-type: none"> <li>▶ Develops knowledge products and innovative financing tools</li> <li>▶ Leads the UN in Recovery and Peacebuilding Assessments and Post-Disaster Needs Assessments</li> </ul>





**Over the last decade,  
UNDP has helped  
Governments and IFIs  
implement projects with  
IFI financing worth  
OVER USD \$ 2 BILLION**

This practice grew out of experiences in Latin America, where for the past three decades, Governments have often called on 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 and the World Bank.

Support to loan implementation continues to be a key feature of UNDP's work in Latin America but the focus and modalities used have been expanded and diversified in response to the changing needs and priorities of developing countries and partners, as illustrated in the examples in this brochure.

Over the last decade, UNDP has helped Governments and IFIs execute projects with IFI financing worth over \$2 billion, helping to overcome operational bottlenecks while developing capacity and supporting the implementation of national development priorities.

**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 difficult operating environments, fragile and post-conflict situations when the country has lost creditworthiness or financing is difficult

to arrange;

- ▶ When there are gaps in the Banks' 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 Banks; and/or
- ▶ Where loans/grants are not performing or in cases where the IFI or the Government need 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 policy assistance or capacity development services (in the areas of recruitment, procurement, and financial management). Once the capacity is built, these functions are carried out by national or regional institutions.

# Partnerships for a Better Future: Principles of Tripartite Collaboration

The benefits of tripartite collaboration include capacity development, faster implementation, lower costs, leveraged resources and increased transparency.

UNDP has been working to facilitate an institutional environment that is conducive to closer collaboration

with IFIs, developing joint action plans, mapping opportunities for cooperation and organizing events and technical discussions to engage with IFIs and Governments to build the foundation for more effective development partnerships.



### GOVERNMENTS STAND TO GAIN:

- ▶ Reinforced **government ownership** of project implementation, providing targeted services to mitigate/remove barriers to implementation
- ▶ Support for vital **capacity development** (e.g. recruitment, procurement and financial management) to better manage resources toward achieving the SDGs
- ▶ Faster implementation of **development initiatives**, with efficiencies in management
- ▶ Improved **financing** for development

### IFIs STAND TO GAIN:

- ▶ Reach and risk management in **fragile and crisis contexts**
- ▶ Engagement with **security, governance and political partners**
- ▶ Convening power of **UN System, civil society, communities, private sector**
- ▶ Alignment with **SDGs**
- ▶ Reduce high **development costs** of slow loan or grant implementation

### UNDP STANDS TO GAIN:

- ▶ Leveraging resources for SDGs, including **climate financing** and from the private sector
- ▶ 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

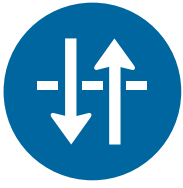
*“I witnessed first-hand how the EIB loan and other UN funding is helping to modernize this critical border crossing.”*

*Mr. Lázló Baranyay, EIB Vice-President responsible for lending in the Eastern Partnership countries*



## Collaborating with IFIs and Governments

The results of tripartite partnerships between Governments, IFIs and UNDP are shown in the following snapshots of joint projects throughout 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 capacity and supporting national development priorities.



## ARMENIA

### Integrated Border Management with the European Investment Bank

Efficient and secure borders for the mobility of people and goods are a cornerstone of good governance. 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 European-Caucasus-Asia). The project, called "The Modernization of Bagratashen, Bavra and Gogavan Border Crossing Points," received **European Investment Bank** financing.

The project, completed in 2017, transformed the BCPs through:

- ▶ State of the art infrastructure and equipment, including threat detection;
- ▶ Improved access to roads and facilities;
- ▶ New IT solutions to enhance cross-border cooperation through data and information exchange between Armenia and Georgia;
- ▶ Streamlined procedures resulting in reduced wait times at controls; and
- ▶ Integrated Border Management Systems fit to international standards.

Working closely with the Government of Armenia, UNDP facilitated access to EIB financing, and developed the Integrated Border Management Strategy and Action Plan. Starting in 2012, 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.



#### PROJECT DETAILS

**Project Duration:** 2012 – 2017

**Implementing Partner:** Ministry of Finance / State Revenue Committee

**IFI:** European Investment Bank

**Total Budget:** € 43,116,000

- ▶ € 30,316,999 loan from EIB to the Government of Armenia
- ▶ € 800,000 from UNDP
- ▶ € 12,000,000 grant from the European Union /Neighborhood Investment Facility

Additional resources provided by the European Bank for Reconstruction and Development and the Republic of Armenia.

#### RESULTS

- ▶ Decrease in transit time: 80% for people (3 minutes); 75% for cars (5 minutes); and 70% for trucks (25 minutes).
- ▶ 15,500 individuals, passenger and commercial vehicles crossed the BCPs in 2017, an increase of 41% compared to 2015.
- ▶ Bagratashen and Bavra have been fully retrofitted with gas, electricity, fiber optic cables, IT and security systems. 56,000 people can benefit from high-speed internet in neighboring communities.
- ▶ 1,200 community households can connect to the new gas networks.
- ▶ 700 border officials were trained in search techniques, profiling, tending to refugees, and fighting drug trafficking.
- ▶ Increased opportunities for cooperation of border management agencies.





# ARGENTINA

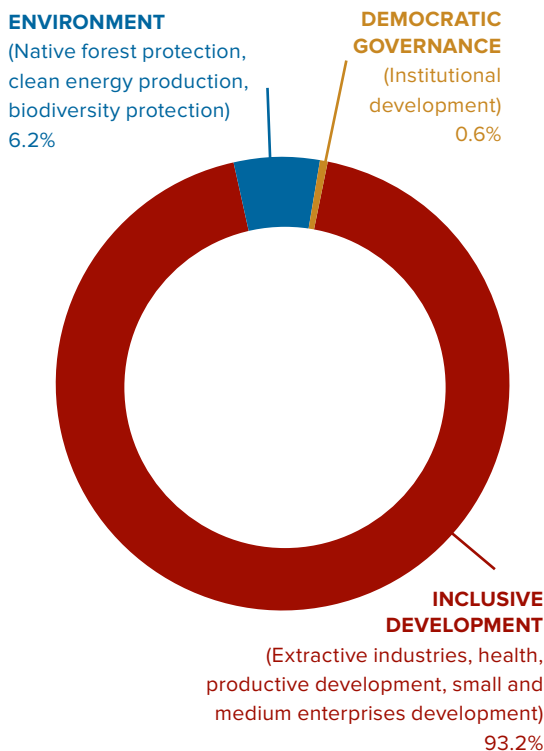
## Implementing National Programmes with the Inter-American Development Bank and the World Bank

UNDP Argentina has extensive experience supporting the implementation of loans from the **Inter-American Development Bank (IADB)** and the **World Bank (WB)**, within the framework of national and provincial projects. From 2010 to 2017, the UNDP Country Office helped implement national programmes with **over \$299 million in IADB and WB financing**, in a number of sectors (see graphic).

Cooperation generally takes one of two forms: (i) UNDP is involved in the preparatory stage of the loan agreement, providing technical and operational assistance to the government for the initial phases of its design, negotiation and approval; or (ii) UNDP's assistance is

requested once the loan is signed to support the government counterpart during the implementation stage. In some cases, UNDP's role is clearly defined in the loan agreement and in others its support is requested once the loan is signed. The IFIs either transfer resources to UNDP directly, or disburse funds to the National or Provincial Treasury, and then the national partner transfers the funds to UNDP.

### ARGENTINA: UNDP PROGRAMMES IMPLEMENTED WITH IFI FUNDING (2010-17) BY SECTOR



### PROJECT DETAILS

**Project Duration:** March 2014 – Dec 2018

**Implementing Partner:** San Juan Investment Development Agency

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

**Total Budget utilized:** USD \$29.07 million

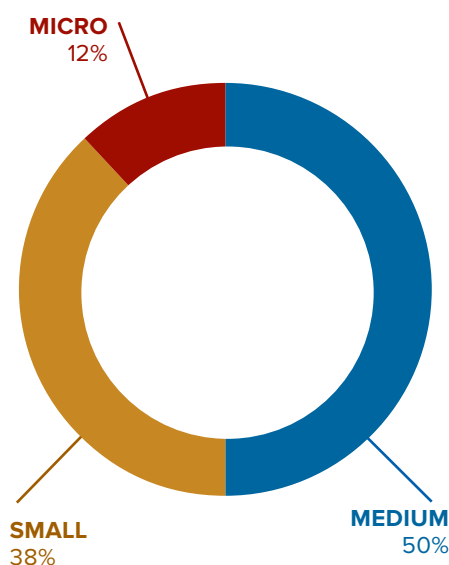
**Contributions:**

- ▶ Government of Argentina: \$25.45 million through a \$60 million loan from IADB
- ▶ Government of the Province of San Juan: \$3.62 million

## SNAPSHOT: LENDING PROGRAMME FOR PRODUCTIVE DEVELOPMENT IN THE PROVINCE OF SAN JUAN

UNDP Argentina joined forces with IADB and the Government of the Province of San Juan in support of a productive development project aimed to increase the productivity of small and medium-sized enterprises (SMEs). The initiative focuses on expanding SMEs' access to credit and improving their management and coordination capacity to develop and carry out sound business and investment plans.

### SAN JUAN: LOANS TO SMEs BY COMPANY SIZE



This project complements the activities under an earlier loan from the IADB that was implemented by UNDP and the San Juan Investment Development Agency. This new project optimizes irrigation efficiency and extends support to six production

supply chains<sup>2</sup>. The project is also helping SMEs to better manage financial risks (particularly related to weather events that affect local productive chains), while improving entrepreneurship and helping expand investment opportunities.

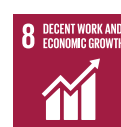
The project will continue to increase the productivity of provincial supply chains in order to generate more jobs and also improve the interface between the financial sector and enterprises that have the most difficulty accessing credit.

### SAN JUAN PROJECT RESULTS

- ▶ 426 loans with preferential rates given to SMEs.
- ▶ More than \$15 million in loans for increasing SME productivity in various sectors.
- ▶ 17 competitiveness improvement plans to increase productivity of supply chains and to improve business and coordination capacity.
- ▶ 14 projects under implementation, which include proposals such as: small infrastructure, preparation for certification, professional training and education centers, industrial waste treatment programmes, programmes to develop collective trademarks, improvement of standards, local or provincial regulations, and institutional strengthening of trade associations to enhance SME management.

*“UNDP played an important role in managing and monitoring the programme. This allowed us to detect weaknesses and make adjustments linked to new instruments of financial inclusion that expanded the access to credit to small businesses enterprises. As a result, the programme had a very positive impact on increasing productivity and employment in the province.”*

**Maria Susana Puerta**, Technical Manager, Investment Development Agency, Province of San Juan and Executive Coordinator of the project

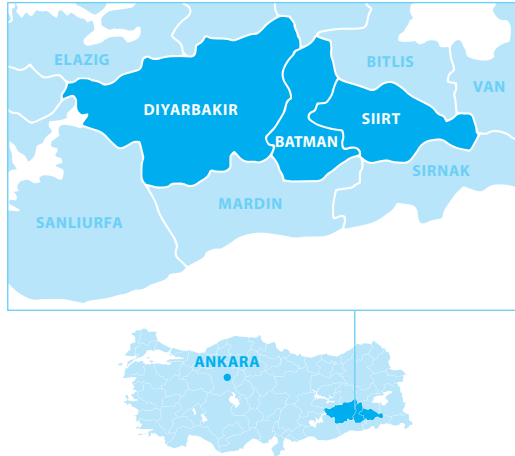


<sup>2</sup> Livestock sector, textile sector, manufacture of plastic products sector, information technology and communication (ICT), mining services, and feed sector.



# TURKEY

## Agriculture Productivity with the International Fund for Agricultural Development



### IMPLEMENTATION SUPPORT TO MINISTRY OF FOOD, AGRICULTURE AND LIVESTOCK FOR DIYARBAKIR, BATMAN, SIIRT DEVELOPMENT PROJECT

UNDP's partnership with the **Government of Turkey** and the **Ministry of Food, Agriculture and Livestock (MFAL)** dates back to 2003<sup>3</sup>, when UNDP started supporting rural development projects financed through **International Fund for Agricultural Development (IFAD)** loans, with contributions from the Government of Turkey and UNDP.

In line with national priorities and policies<sup>4</sup>, UNDP was approached by MFAL and IFAD to implement the Diyarbakir, Batman and Siirt Development Programme, in south-east Anatolia, in three of the poorest provinces of the country with a high degree of economic and social disadvantage. The aim of the project was to increase agricultural productivity and income levels in the less-developed parts of Diyarbakir, Batman and Siirt Provinces; expand rural employment and encourage individual and group initiatives of smallholders; and improve social and productive infrastructure. It also supported village improvement programmes for the poorest areas, mainly in upland and mountainous zones; rural economic growth; and activities that develop capacity for employment.

UNDP provided operational capacity and knowledge-building, from technical assistance and implementation support to fostering a strategic dialogue with the Government on Turkey's rural development agenda. MFAL had overall responsibility for the management and implementation of the project, while UNDP



### PROJECT DETAILS

**Project Duration:** September 2007 – December 2015

**Implementing Partner:** Ministry of Food, Agriculture and Livestock

**IFI:** International Fund for Agricultural Development (IFAD)

**Total Budget utilized:** USD \$29.311 million

**Contributions:**

- ▶ Government of Turkey: \$24.105 million through IFAD loan
- ▶ Government of Turkey: \$4.454 million
- ▶ UNDP: \$0.752 million

<sup>3</sup> Total budget utilized under rural development joint programmes has reached more than \$55 million since 2003

<sup>4</sup> Sivas Erzincan Development Project, 2007



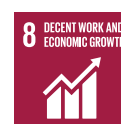
provided support services in the procurement of goods, civil works and services; financing, accounting and auditing services; technical assistance to commission studies and surveys; monitoring the progress of project activities in the field; managing project funds; and human resources/recruitment of project staff and consultants.

## RESULTS

- ▶ 885 hectares – 742 modern fruit yards established.
- ▶ 28 orchard demonstrations conducted in Diyarbakir leading to adoption of technologies by a total of 298 farmers on 3.679 ha of orchards.
- ▶ 740 farmers were supported to convert 14,740 ha of unused or fallow land to orchard

yards, which represented 41% of the total area planted into orchards between 2008-2013.

- ▶ 19 processing facilities (14 for the dairy sector and 5 for the fruit sector) established by individuals, cooperatives and corporations.
- ▶ Estimated increase in the value of land of 50% to 100%.
- ▶ New sewer and natural treatment systems completed in 13 villages.
- ▶ 5 livestock watering facilities completed, which resulted in significantly increased productivity.
- ▶ 85 demonstrations implemented, which resulted in wide uptake of recommended technologies. After four to five years, recipients of the demonstrations are estimated to have increased their annual family income by almost 300% at orchard maturity, as a result of the increased productivity of their orchards.





## URUGUAY

### Support to Neighborhood Improvement Programme with the Inter-American Development Bank



In response to the increase in the number of informal settlements, the government of Uruguay, through its housing policy, made it a priority to regulate and prevent such settlements. In response to this national priority, the **Inter-American Development Bank (IADB)** provided a loan to the **Government of Uruguay (GoU)**, with additional funding from the **Ministry of Housing, Land Management, and the Environment (MVOTMA)**, and **UNDP** joining forces by providing implementation support services.

The programme aimed to improve the quality of life of residents of informal settlements, ensuring that they have access to habitable urban lots, with an emphasis on revitalizing degraded urban areas and providing adequate infrastructure and social and municipal services.

#### PROJECT DETAILS

**Project Duration:** 2011 – 2015 (Phase I) / January 2015 – December 2018 (Phase II)

**Implementing Partner:** Ministry of Housing, Land Management and the Environment (MVOTMA)

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

**Total Budget utilized:** USD \$10.599 million (Phase I) / \$11.538 million (Phase II)

#### Contributions:

- ▶ Government of Uruguay (IADB): \$7.408 million (Phase I) and \$7.713 million (Phase II) through two loans from the IADB of \$70 million each
- ▶ Government of Uruguay (MVOTMA): \$3.191 million (Phase I) and \$3.825 million (Phase II) through the Ministry of Housing, Territorial Planning and Environment

UNDP was invited as a partner of the initiative from the first phase, providing technical assistance during project design, working with the MVOTMA staff. UNDP provided support on financial management, audit exercises, managing consultants, and handling procurement. Throughout the programme, UNDP facilitated dialogue among all partners. UNDP also contributed to the project's monitoring and evaluation and supported the transition between government administrations – ensuring the sustainability of the initiative.

During Phase I, the programme reached 17,336 beneficiaries and 4,693 beneficiary households in 47 settlements. The success of the programme in Phase I led to a second loan from the IADB to the GoU to continue working on regularization and prevention of informal settlements. UNDP was also involved as an implementing partner to IADB and GoU in the second phase.



Building on lessons learned, Phase II supported the overall framework of housing policies in Uruguay.

## RESULTS

- ▶ Through a special agreement with the Notaries Association of Uruguay, the programme regularized land ownership and issued 122 property titles to beneficiaries in Montevideo.
- ▶ Construction of a health center, a youth club, two childhood and family care centers, a plaza and a sports facility.
- ▶ Strengthening public institutions, improving the policy design and operational management capabilities of departmental Governments and other agencies involved in the programme.
- ▶ 990 construction projects completed, impacting the lives of more than 10,092

households; 7,125 spots for drinking water, 6,348 connections to electricity and 8,090 sewage systems established; 723,717 square meters of road built, and; 178,387 square meters of sidewalks and 367 hectares urbanized.



## YEMEN

### Emergency Crisis Response Project with the World Bank

Following the escalation of crisis in Yemen in 2015, 80% of the Yemeni population was in need of humanitarian assistance, 2.8 million Yemenis were forcibly internally displaced, severe food insecurity affected 7.6 million people and 8.3 million children did not have access to health care services.

To help address this situation, **UNDP** and the **World Bank** have forged an innovative partnership to launch the Yemen Emergency Crisis Response Project. The objective of the project is to support hundreds of thousands of Yemenis, including women, youth and internally displaced people, through cash-for-work, improved public service delivery, small and medium enterprise (SME) revitalization and employment generation, social services, health and nutrition services, and

repaired critical infrastructure across the country and to preserve the implementation capacity of two of the most effective service delivery programmes under Yemen's social protection service, namely the **Social Fund for Development (SFD)** and the **Public Works Project (PWP)**. Since 1996 the SFD has successfully disbursed close to \$1.67 billion in subprojects in over 13,000 villages and the PWP has implemented 5,149 projects in about 11,200 villages totaling an estimated \$648 million.

Through the WB grant, UNDP is implementing small, rapid-response interventions that are providing income support to communities affected by the conflict. Working with SFD and PWP, the project is supporting local institutions and will create over nine million working days benefitting close to 400,000 families. Approximately 2.5 million Yemenis in conflict-affected areas will be able to access key basic services such as water and improved roads.



#### PROJECT DETAILS

**Expected Project Duration:** 2016 – 2019

**Implementing Partner:** UNDP

**IFI:** World Bank

**Contributions:**

- ▶ IDA: USD \$300 million grant

#### EXPECTED OUTCOMES

- ▶ 400,000 individuals benefitting through direct wage employment
  - ▷ 50% women
  - ▷ 20% internally displaced people
- ▶ Provide access to key services to 2.5 million poor people
  - ▷ 50% women
- ▶ Keep 100% of SFD and PWP core staff
- ▶ Relieve 4,000 SME clients of microfinance from their current outstanding loans

UNDP and the World Bank strengthened their partnership in Yemen after the World Humanitarian Summit called for bridging the humanitarian-development nexus for flexible financing that enables greater impact. This new partnership is the first of its kind in situations of protracted crisis, such as Yemen, where the World Bank is

not operating in-country and is leveraging the presence and knowledge of UNDP and other UN agencies.

**WHY DID THE GOVERNMENT AND WB APPROACH UNDP TO IMPLEMENT THE PROJECT?**

- ▶ UNDP has worked in the Republic of Yemen since 1966, with over 100 current staff.
- ▶ UNDP has experience building local capacity and partnering with SFD.
- ▶ In 2015 UNDP supported different interventions resulting in improved employability and entrepreneurial potential of 784,723 individuals and their family members.





## PAKISTAN Community Development Project – Rehabilitation of Saline and Waterlogged Lands with the Asian Development Bank

The **Government of Punjab** in Pakistan wanted to rehabilitate flooded and salinated lands in three districts (Jhang, Sargodha and Hafizabad) and improve farm incomes and agricultural production. To achieve these goals, the Government partnered with **UNDP** on the Bio Saline II project, a community-driven joint initiative.

The project was established as a component of a larger loan to the government from ADB for agricultural development. The government approached UNDP to support the implementation of the loan for several reasons:

- ▶ UNDP has a long tradition of work in the country and was well known to the Governments both at the federal and provincial levels.
- ▶ UNDP, with funding from Aus-Aid, successfully managed a similar pilot project from 1998 to 2004 that demonstrated a replicable and low-cost community-based model for rehabilitation of waterlogged and saline lands.
- ▶ UNDP's many project interventions have proven its contribution to the development of the country.
- ▶ UNDP's operations were efficient and flexible.
- ▶ UNDP was able to adapt to the changing political context in the country.



### PROJECT DETAILS

**Project Duration:** October 2006 – September 2012

**Implementing Partner:** Agriculture Department, Government of Punjab

**IFI:** Asian Development Bank (ADB)

**Total Budget utilized:** USD \$13.271 million

#### **Contributions:**

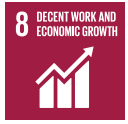
- ▶ Government of Punjab: \$7.61 million to UNDP (part of a larger loan for agriculture development from the ADB to Pakistan)
- ▶ UNDP: \$5.6 million

The project was implemented by the Agriculture Department, Government of Punjab, with UNDP support, and project activities were executed by grassroots community organizations.

UNDP developed the project design, implementation mechanisms, partnership arrangements, results monitoring, and budget and audit reports. It also set up a project management unit with some 150 project staff at four locations across three districts of the Punjab province, and managed the procurement of goods and services, including the procurement of gypsum (the chemical used for rehabilitation of saline lands).

### RESULTS

- ▶ 72,273 hectares of land rehabilitated
- ▶ 900% increase of the value of the total land rehabilitated
- ▶ Rehabilitated lands added 190,240 tons of cereal to the provincial cereal production
- ▶ 13,846 households benefited from the rehabilitation
- ▶ 85% of the project beneficiaries reported increased incomes





## GUINEA

### Poverty Reduction Strategy with the African Development Bank

Following the return to constitutional order in 2010, after years of socio-political and institutional turbulence, the **African Development Bank (AfDB)**, the **Government of Guinea (GoG)** and **UNDP** partnered to develop the country's poverty reduction strategy.



#### PROJECT DETAILS

**Project Duration:** November 2011 – June 2014

**Implementing Partner:** UNDP

**IFI:** African Development Bank (AfDB)

**Total Budget utilized:** USD \$3.7 million

**Contributions:**

- ▶ Government of Guinea:  
Initial \$2.14 million to UNDP  
(from a loan of the AfDB to Guinea),  
Extra \$2.8 million to UNDP.
- ▶ UNDP: \$1.56 million

UNDP was asked by the GoG to support the formulation and endorsement of the poverty-reduction strategy. The project was designed in close consultation between the GoG, AfDB and UNDP.

Under the direction of the GoG, UNDP was in charge of managing the financial resources mobilized by the two partners. UNDP supported national institutions by developing capacity and ensuring quality control of the deliverables. This allowed the country to meet the deadlines related to the maturity of the Highly Indebted and Poor Countries Initiative, which resulted in \$2.1 billion of debt relief.

In addition to its financial contribution, the AfDB, through its Resident Country Economist took an active role in the consultations on the planning and monitoring of the project.

The success of this project led to a second trilateral partnership in 2013, with AfDB providing \$2.8 million to UNDP to cover the preparation and the organization of the investment forum in Abu Dhabi, including the post-Conference follow-up (\$1 million). To improve public expenditure efficiency, the project also supported: targeted policy reforms; training in data analysis; capacity of planning units in priority sectors; and modernization of public investment management, including project preparation, programming and budgeting.



## RESULTS

- ▶ Completion of Guinea's Poverty Reduction Strategy Paper.
- ▶ Completion of the Highly Indebted and Poor Countries Initiative, under a tight deadline, which resulted in \$2.1 billion of debt relief.
- ▶ Preparation and implementation of the state reform programme – Government Reform and Modernization of the Administration Programme (PREMA) – including management tools and capacity for key reform actors.
- ▶ Completion of the general census of population and housing.
- ▶ Organization of a donor forum in Abu Dhabi in November 2013, resulting in \$7+ billion pledged for mining and private-sector development projects.
- ▶ Drafting and validation of a national private sector development strategy and roadmap for public-private partnership development.

*"I would like to praise the partnership between AfDB and UNDP in Guinea which is currently supporting significant capacity building efforts to modernize public investment management and evaluation in the Bureau of Development Strategies and to prepare a five-year National Economic and Social Development Plan (PNDES 2016-20) under the leadership of the Ministry of Planning and International Cooperation. These projects are instrumental for monitoring and achieving the Sustainable Development Goals."*

**Minister Idrissa Thiam**, Senior Economic Adviser to the President and Chairman for the Permanent Secretariat for Consultations and Coordination with Development Partners in the Prime Minister's Office, Guinea





## WORLDWIDE

Leveraging resources through cooperation



UNDP has experience in designing and implementing initiatives that derisk and crowd-in financing for investments on climate action. Working in partnership with financing instruments such as the **Global Environment Facility (GEF)** and the **Green Climate Fund (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. UNDP's current portfolio under implementation supported by the vertical funds covers more than 840 projects in 143 countries, representing a grant investment of \$3.6 billion and co-financing of \$16 billion.

### SOME EXAMPLES OF THE UNDP-GEF/GCF PORTFOLIO INCLUDE:

- ▶ In Armenia, **UNDP** has partnered with the **European Investment Bank (EIB)** to create a favourable market environment and scalable business model for investments in energy-efficiency building retrofits. This initiative is expected to lead to sizeable energy savings and greenhouse gas emissions (GHG) reductions (up to 5.8 million tonnes of CO<sub>2</sub> 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 \$100 million.
- ▶ **UNDP** is supporting the Government of Viet Nam in developing a project to strengthen the climate resilience of farmers in the

Central Highlands and South-Central Coast to cope with climate change induced rainfall variability and droughts. With a blending of concessional finance through a partnership with the **Asian Development Bank (ADB)**, and grant financing from the **Green Climate Fund** (expected to be approved in late 2018/ early 2019), the project aims to enhance water security in the face of climate change impacts on small-scale farmers in the target regions. The GCF grant financing being mobilized by UNDP will complement the ADB investment by providing vulnerable, poor and near-poor smallholders with last-mile access to irrigation infrastructure, supplemented by small-scale irrigation investments. The proposed project will also scale-up the adoption by smallholders of climate-resilient agricultural practices and invest in improving the capacities of farmers and institutions to use climate information for agricultural and water management.

- ▶ Accelerating Renewable Energy in Central America (ARECA) promotes renewable energy projects through a mechanism for partial credit guarantees and other means. The project is administered by **UNDP** and executed by the **Central American Bank for Economic Integration (CABEI)**. This effort has catalyzed new investments estimated at some US\$156 million, 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 Environmental Funds. Overall, the project will result in a direct reduction in GHG of 2,02 million tonnes of CO<sub>2</sub> equivalent and indirect emissions of up to 8.1 million tonnes of CO<sub>2</sub>. 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 full-time equivalent jobs. The project will leverage considerable co-finance - \$ 105.3 million.





# Tips and Resources for Engagement

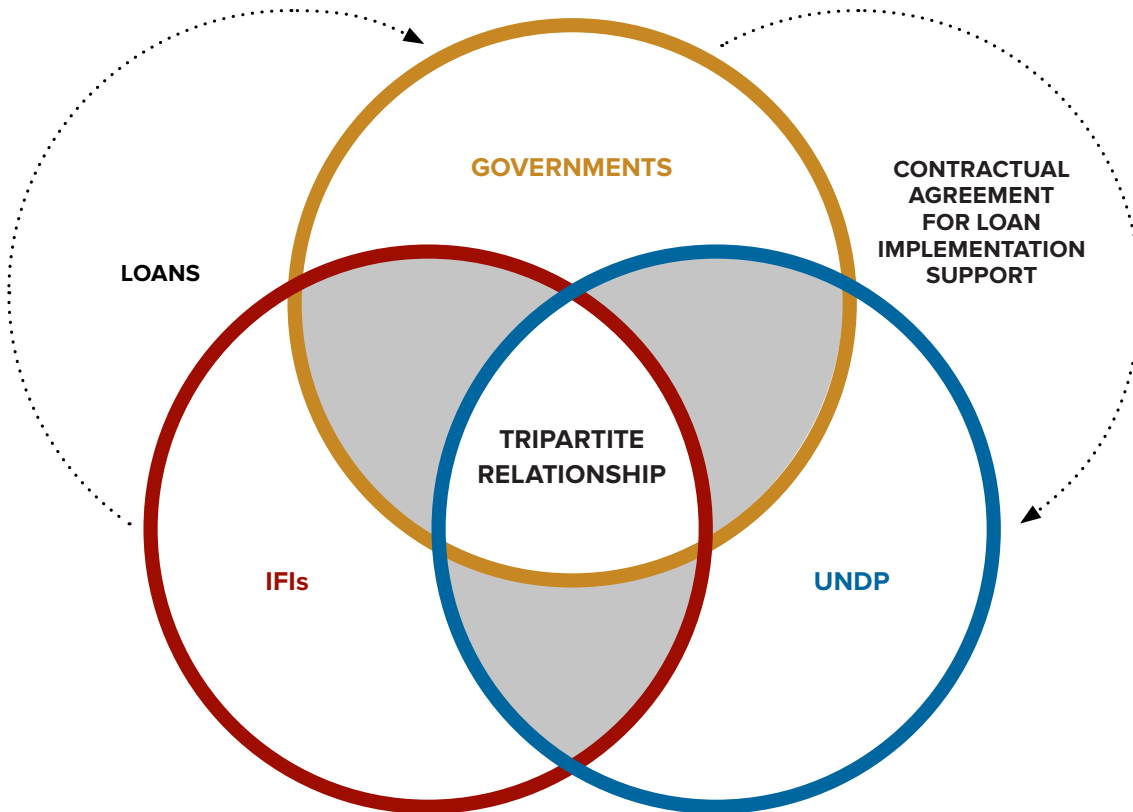
## 1. PLAY TO YOUR STRENGTHS

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, and plays a vital role as the national authority, in areas such as licensing and permits, monitoring, customs clearance and handover. IFIs bring funding, technical capacity, regional presence, and international backing. UNDP brings development expertise and financial and technical management skills. On the ground the tripartite relationship is flexible, and may be adjusted to best suit the operational needs of each project, as set out in mutually agreed project documents.

## 2. 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. Talent generation is essential to buyers and vendors, and procurement actions must balance international competitive bidding with local sourcing. Information on procurement processes, as well as vendor performance, must be shared early and often amongst the partners. When challenges arise, partners should present a common front, ensuring the project is in the best negotiating position with vendors. Risks should be identified and mitigated jointly.

**STRONG PARTNERSHIPS, STRONGER IMPACT:  
TRIPARTITE COLLABORATION**



**3. RISKS AND RESPONSIBILITIES ARE SHARED**

The tripartite relationship is ultimately the steward of public funds. Financial arrangements must suit loan agreements, as well as the contractual milestones for activities 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.

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

Additional questions about working with IFIs can be directed to UNDP's Financial Institutions Team: [bera.pg.fit@undp.org](mailto:bera.pg.fit@undp.org).

Additional questions about operations can be directed to UNDP's Office of Sourcing and Operations, Procurement Services Unit: [bms.oso.psu@undp.org](mailto:bms.oso.psu@undp.org).





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