UNDP
FOR BEGINNERS

**A BEGINNER'S GUIDE TO THE
UNITED NATIONS DEVELOPMENT
PROGRAMME**

5th Edition
May, 2015

Introduction

In 2004 the UNDP JPO Service Centre prepared a UNDP Guide for Beginners in 2004 in order to provide a brief yet concise overview of the organization's multifaceted structure, its intricate jargon and its ongoing transformations. The Guide was updated in 2006, 2008, and more recently, in 2015. This is the fifth edition of the Guide.

As a large, multilateral organization, the United Nations Development Programme is a complex structure. Internal jargon and the use of abbreviations also make it difficult for outsiders to understand what UNDP does and how it does it.

This Guide for Beginners is written to give you a snap-shot of where UNDP stands now, as well as to provide an overview of the basic structures and systems of UNDP. It targets new staff members and people who work with UNDP, and it is intended to make it easier to understand the basics of the organization.

Naturally, an introductory guide is necessarily selective and therefore subjective. However, we tried to provide hyperlinks for those who want more information. This overview is for guidance only, and may not necessarily reflect the views of UNDP.

For suggestions and/or updates, please send us an email to: jpo.registry@undp.org

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Content

What does UNDP do?

What is the UN?

The **United Nations** (UN) ⇒**www.un.org** is an international organization of 193 sovereign states established in 1945. Its goal is to maintain international peace and security, to develop friendly relations among nations, and to promote social progress, a better living standard and human rights. Its member states are bound together by the principles of the **UN Charter** ⇒**www.un.org/en/documents/charter/**, an international treaty that spells out the rights and duties of member states.

Although best known for peacekeeping, peace building, conflict prevention and humanitarian assistance, there are many other ways the United Nations and its system (specialized agencies, funds and programmes) affect our lives and make the world a better place. One of the central mandates of the United Nations is the promotion of **economic and social development**.

What is UNDP?

The **United Nations Development Programme** (UNDP) ⇒**www.undp.org** is the **UN's global development network**. UNDP is currently present on the ground in more than 170 countries and territories, working with them on their own solutions to global and national development challenges.

UNDP emanated from the merging of the United Nations Expanded Programme of Technical Assistance, created in 1949, and the United Nations Special Fund, established in 1958. UNDP, as we know it now, was established in 1966 by the General Assembly of the United Nations.

UNDP's headquarters are located in New York. UNDP has representation offices in Geneva, Brussels, Copenhagen, Tokyo, and Washington D.C. Further, UNDP has Regional Centres in Addis Ababa, Amman, Bangkok, Istanbul and Panama City.

What does UNDP want to achieve?

Sustainable Human Development

UNDP's mandate is to empower lives and build resilient nations.

UNDP supports national processes to accelerate the progress of **sustainable human development**. It aims at **eradicating extreme poverty**, and **reducing inequalities and exclusion** by working with countries to build solutions in 3 main areas:

- Sustainable development
- Democratic governance and peace-building
- Climate and disaster resilience

Ultimately, UNDP wants to achieve **real improvements in people's lives and in the choices and opportunities open to them**.

The history of UNDP

The United Nations Development Programme - A Better Way?
Craig N. Murphy, Cambridge 2006

The **Millennium Declaration** and other summits provide a solid set of values for UNDP's work. The **Millennium Development Goals** (MDGs) - including the overarching goal of cutting poverty in half by 2015 - have set the benchmarks for concrete levels of progress to be achieved by 2015.

The Millennium Development Goals

In 2000, the members of the United Nations set the international agenda for the beginning of the new century. The resulting **Millennium Declaration** ⇒ **www.un.org/en/development/devagenda/millennium.shtml is** a broad commitment of all UN member states. The declaration applies the principles of the UN Charter to a new world and a new millennium.

The **Millennium Development Goals** ⇒**www.un.org/millenniumgoals/** extract and refine those elements of the Millennium Declaration which are related to development. The goals are time-bound, starting in 1990 and to be achieved by this year.

The first seven goals stress the responsibility of **developing countries** to undertake policy reforms and enhance good governance. Goal eight focuses on the responsibility of **developed nations** to relieve debt, increase aid and give developing countries better access to its technologies and markets.

The Millennium Development Goals include **21 targets** for the eight goals. One goal is normally defined by one or two targets. For each target, a number of indicators make progress measurable. There are **60 indicators** in total.

Guided by the UN Core Strategy, **UNDP's work on the MDGs** ⇒ **www.undp.org/mdg/** focuses on coordinating global and local efforts:

The Millenium Development Goals

- Campaign and mobilise for the MDGs through advocacy;
- Share the best strategies for meeting the MDGs in terms of innovative practices, policy and institutional reforms, means of policy implementation, and evaluation of financing options;
- Monitor and report progress towards the MDGs; and
- Support governments in tailoring the MDGs to local circumstances and challenges.

The Post-2015 Development Agenda

As the MDGs approach their target date in 2015, UNDP has been actively working with governments, the private sector, researchers and members of civil society to envision a post-2015 development agenda that will target poverty and inequality around the world. Unlike the process for the MDGs, these consultations have been **inclusive** and **open** for participation by anyone with an interest in shaping the post-2015 agenda.

From Millennium Development Goals to Sustainable Development Goals

Rio+20 (the UN Conference on Sustainable Development) ⇒ **https://sustainabledevelopment.un.org/rio20** marked the beginning of an unprecedented global conversation about the world's future. The consensus was that while progress was made with the MDGs, not everyone had benefited equally from the targets. To ensure that **no one would be left behind** by development targets, the conference released a report titled, *The Future We Want* calling for global action to establish a new set of development goals through a **transparent** decision making process that would enlist the participation of a variety of stakeholders.

The report recommended establishing a **30 Member Open Working Group (OWG)** to propose a set of **Sustainable Development Goals (SDGs)** that would converge with the post-2015 development agenda and build on the lessons learned from implementing the MDGs

To date, the SDGs consist of **17 goals and 169 targets**, covering a range of issues from ending poverty and hunger, achieving gender equality and improving health and education. These goals will be further refined and voted on by the UN General Assembly in September, 2015.

> ### What is Sustainable Development?
>
> The first landmark definition of sustainable development was introduced by the World Commission on Environment and Development (The Brundtland Commision) in 1987:
>
> *"Development that meets the needs of the present without compromising the ability of future generations to meet their own needs."*

17 Sustainable Development Goals

1. End poverty in all its forms everywhere
2. End hunger, achieve food security and improved nutrition, and promote sustainable agriculture
3. Ensure healthy lives and promote well-being for all at all ages
4. Ensure inclusive and equitable quality education and promote life-long learning opportunities for all
5. Achieve gender equality and empower all women and girls
6. Ensure availability and sustainable management of water and sanitation for all
7. Ensure access to affordable, reliable, sustainable, and modern energy for all
8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
10. Reduce inequality within and among countries
11. Make cities and human settlements inclusive, safe, resilient and sustainable
12. Ensure sustainable consumption and production patterns
13. Take urgent action to combat climate change and its impacts
14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development
15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
17. Strengthen the means of implementation and revitalize the global partnership for development

A Global Conversation

Over 5 million people have participated in the post-2015 development consultations. So far, **11 thematic consultations, 5 regional consultations** and **88 national consultations** covering topics such as inequalities, governance, growth and employment, health and education, growth and employment and food security have been held by the UNDP in partnership with the **United Nations Development Group (UNDG).**

To facilitate this process, an innovative online platform, **The World We Want 2015** ⇒https**://www.worldwewant2015.org/** was created by the UN and civil society to engage people from around the world in building a global agenda for sustainable development. The platform has encouraged a vibrant global discussion on the post-2015 agenda using the following online tools:

The My World Survey ⇒ www.myworld2015.org
This online survey invited over **3 million citizens from 194 countries** to vote on sixteen development issues that were most important to their lives. The results of these open online consultations are summarized in the document, **A Million Voices: The World We Want** ⇒ http://www.undp.org/content/undp/en/home/librarypage/mdg/a-million-voices--the-world-we-want.html.

The Dialogues of Implementation ⇒ www.worldwewant2015.org/sitemap
A follow-up to the My World Survey, the Dialogues of Implementation invited stakeholders worldwide to share their ideas on how to **implement** the post-2015 agenda. These discussions are summarized in a document titled **Delivering the Post-2015 Development Agenda** ⇒ www.undp.org/content/undp/en/home/librarypage/mdg/delivering-the-post-2015-development-agenda/
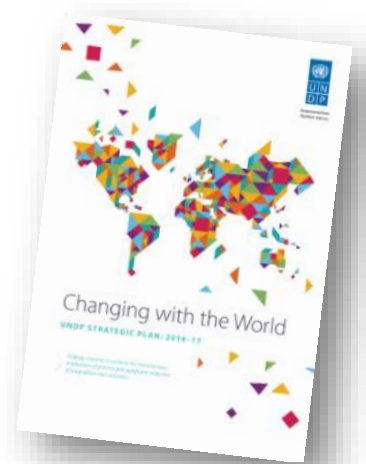
The key messages of the consultations to date are clear: **building on the momentum of the MDGs and addressing global inequalities through the meaningful and sustained participation of all stakeholders at local and national levels** will be key for the successful advancement and implementation of a post-2015 agenda. The voices of these stakeholders will continue to inform the work of the UNDP on the Post-2015 Development Agenda leading up to the UN General Assembly in September, 2015.

UNDP Strategic Plan 2014-2017

UNDP uses a global strategic plan covering four years to set the overall direction for UNDP operations. The plan is informed by a vision statement, a set of focused outcomes and engagement principles that guide the work of the UNDP for the four year period.

Three major interconnected areas of work inform the 2014-2017 UNDP Strategic Plan:

Transforming economies to become sustainable
⇒http://www.undp.org/content/undp/en/home/ourwork/sustainable-development/development-planning-and-inclusive-sustainable-growth/

Enabling democracy to deliver development dividends
⇒http://www.undp.org/content/undp/en/home/ourwork/democratic-governance-and-peacebuilding/overview.html

Managing risks to become resilient
⇒http://www.undp.org/content/undp/en/home/ourwork/climate-and-disaster-resilience/overview.html

Sustainable Human Development

UNDP believes that sustainable development is best achieved through **engaging people** in decision making and **enlarging their choices,** while carefully considering the **economic, social and environmental impacts**. During 2014-2017, the work of the UNDP will be informed by the UNDP's **sustainable human development approach**. This approach recognises that development issues are **complex, multi-dimensional and** unique to each society and therefore must be addressed as such.

One Vision, 7 Outcomes

The current Strategic Plan endorses an approach to development that is sustainable and inclusive as the way forward. The unifying vision of the strategic plan is to **"...help countries achieve the simultaneous eradication of poverty and significant reduction of inequalities and exclusion".** To realize this vision, the **strategic plan outlines seven outcomes**:

7 Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles

1 Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded

6 Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings

VISION
To help countries achieve the simultaneous eradication of poverty and significant reduction of inequalities and exclusion

2 Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance

5 Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change

3 Countries have strengthened institutions to progressively deliver universal access to basic services

4 Faster progress is achieved in reducing gender inequality and promoting women's empowerment

Engagement Principles

The engagement principles serve as a **blueprint for how the UNDP will work with** programme countries. The principles are **action-oriented** and reflect the **institutional character of the UN**. The following engagement principles will be integrated into the design, management and delivery of UNDP's operational and programmatic work in 2014-2017. They include:

- Sustainable Human Development approach
- National ownership and capacity
- Human-rights based approaches and commitments made through multilateral agreements
- Gender equality and women's empowerment
- Participation and voice
- Partnerships, South-South and triangular cooperation
- Universality (all programme countries access to UNDP and UNDS)

How does UNDP do it?

Capacity Development

If human development is *what* UNDP does, **capacity development** is **how** UNDP does it.

To accelerate human development and develop capacities, UNDP fulfils two roles at the service of the international community, Member States and society at large:

- UNDP provides **policy and technical support** by working on and advocating for poverty reduction, democratic governance, crisis prevention and recovery, and environment and sustainable development.

- UNDP promotes the **coordination, efficiency and effectiveness of the United Nations system** at the country level.

> **What is capacity development?**
>
> UNDP defines capacity development as the process through which individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives.
>
> ⇒http://www.undp.org/content/undp/en/home/ourwork/capacity building/overview.html

Providing Policy and Technical Support
— Managing for Results —

UNDP plans, runs and monitors the policy and technical support on three levels: 1) **the UN Country Programme** for all UN agencies in a country, 2) the **UNDP Country Programme** in a country, and 3) specific **UNDP projects**.

Each level follows a cyclical process of planning and defining, running, and evaluating a programme or project. This is called the **programme or project cycle**.
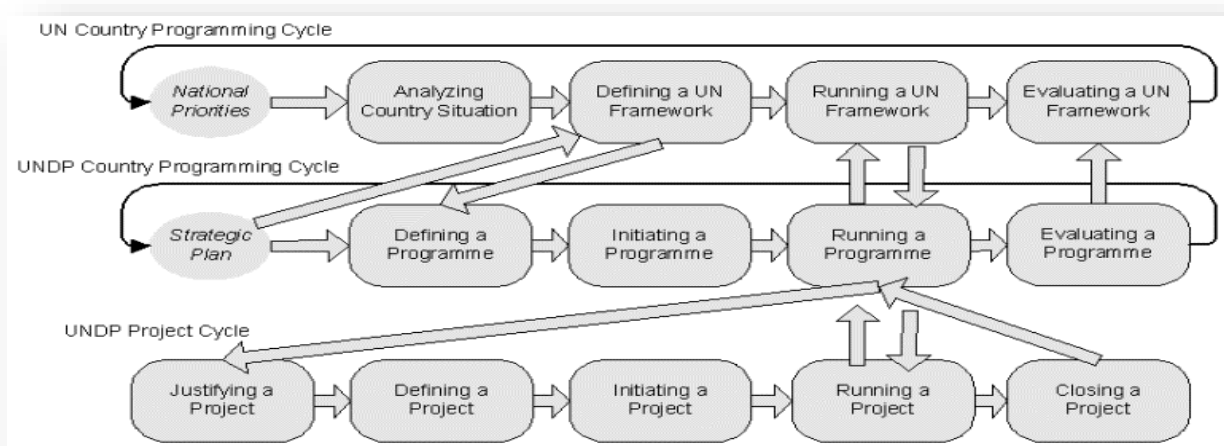
Through UN Country Programmes

The UN Agencies in a country regularly analyze progress and assess key development needs. This can take the form of a joint UN **Common Country Assessment** (CCA), and forms the basis of the UN's work in a country. ⇒**http://www.who.int/hdp/publications/5e.pdf**

Based on the analysis of the country situation, the UN agencies subsequently set out the collective priorities of the UN agencies in a given country. **The UN Country Programming Cycle** is concerned with setting and measuring results in achieving a country's Millennium Development Goals with the government and all UN development agencies. The results expected from members of the UN country team, including UNDP and its Associated Funds and Programmes, are identified. This common UN framework is called the **United Nations Development Assistance Framework (UNDAF)** ⇒ **www.undg.org/index.cfm?P=226**

More information on UN Coordination-related activities can be found on pages 13-16.

What are Evaluations?

An evaluation is a rigorous and independent assessment of a completed ongoing activity. An evaluation determines the extent to which UNDP's objectives are being met.

Evaluations attempt to answer the following questions:

- Did it work or not, and why? How could it be done differently for better results?
- What can we learn? How can we apply this knowledge to other contexts?
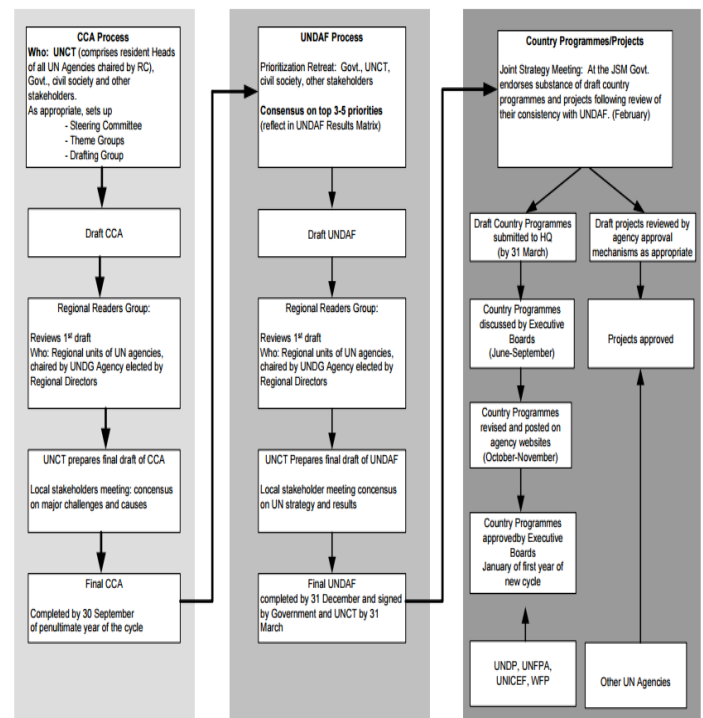- Is UNDP doing the right things? Is UNDP doing things right? Did UNDP do what it said it would do?

Evaluations can apply to many things, including an activity, project, programme strategy, policy, theme, sector or organization. ⇒**www.undp.org/evaluation/**

ROAD MAP OF THE UN COUNTRY PROGRAMMING PROCESS
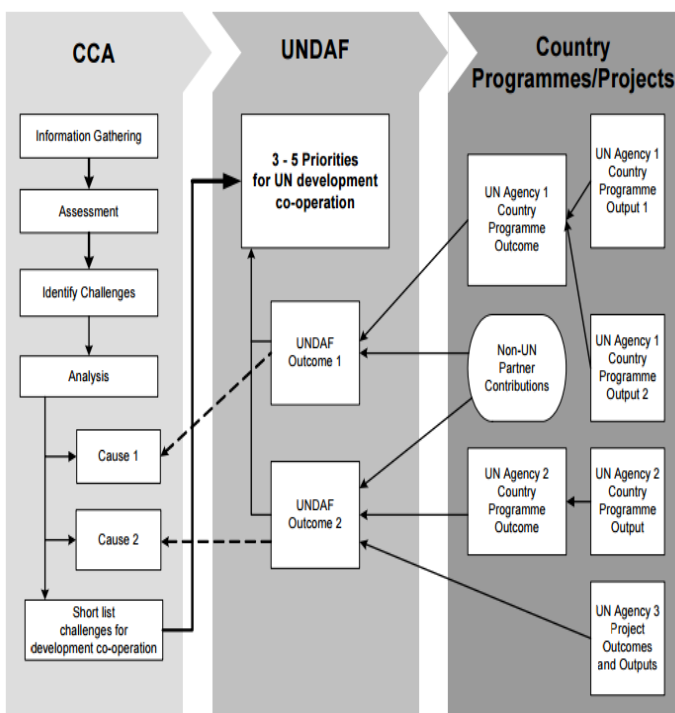
WHO DOES WHAT and WHEN?

Through *UNDP* Country Programmes

On the basis of the United Nations Development Assistance Framework, UN agencies draw up country programmes. The **UNDP Country Programme Document (CPD)** describes in more detail how UNDP will achieve outcomes described in the United Nations Development Assistance Framework. It defines a limited number of outcome targets to be achieved over the next years. UNDP's Country Programme is reviewed and approved by UNDP's highest body, the Executive Board.

In addition, a **UNDP Country Programme Action Plan (CPAP)** refines the approach taken by the UNDP Country Programme. It is the operational master plan that guides the development and delivery of projects on an annual basis. The UNDP Country Programme Action Plan details the programme, the major results expected and the strategies for achieving these results. It also clarifies the arrangements for project implementation and the management of projects.

UN Common Country Assessment (CCA) → UN Development Assistance Framework (UNDAF) → UNDP Country Programme Document (CPD) → UNDP Country Programme Action Plan (CPAP)
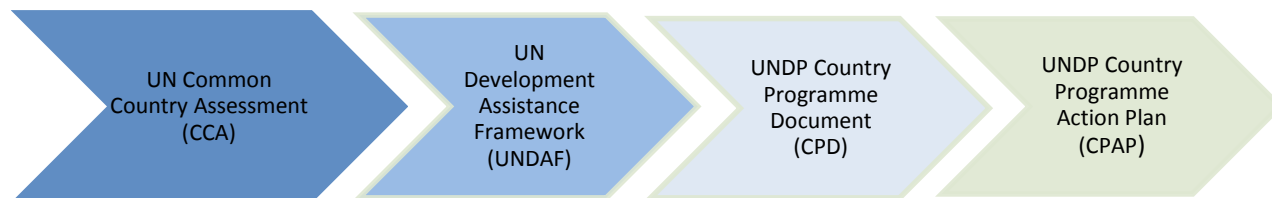
Through UNDP *Projects*

Projects generate the concrete outputs identified in the UNDP Country Programme Action Plan. The project cycle for UNDP projects consists of 5 steps:

Justifying a project

A project idea must be in line with **UNDP's planning instruments** like the United Nations Development Assistance Framework and UNDP Country Programme. A project idea must contribute to the results expected from UNDP's operations in the current programme period. It must also be a correct response to the country's needs, be in line with UNDP's Strategic Plan and be suitable for UNDP support.

Defining a project

The next step is to analyze if the scope of the project is realistic for UNDP to deliver. It also defines how obtainable results can be delivered in the most cost-effective way. A **project document** (sometimes called 'prodoc') is drafted with details about the project scope, objectives, and management. It is approved by a **Project Appraisal Committee** (PAC) and signed by the parties involved.

Initiating a project

UNDP further defines the **operational details** of the project. It defines the structures and approaches taken to effectively **monitor** the project. All processes and results to which UNDP is contributing must be monitored regardless of budget and duration.

Running a project

When running a project, UNDP focuses on achieving project outputs as defined in the approved Project Document through implementation and monitoring. The plan to achieve results for a given year is articulated in the **Annual Work Plan** (AWP).

What are Results?

A **result** is a describable and measurable development change resulting from a cause-and effect relationship.

Results are **outputs, outcomes** and the **impact** of a development intervention.

Inputs
are financial, human and material resources used for development interventions

↓

Activities
are actions taken through which inputs are mobilized and produce specific outputs

↓

Outputs
are tangible, time-bound products, goods and services that result from development interventions

↓

Outcomes
are short-term and medium-term effects of an intervention's outputs

↓

Impact
is an actual or intended change in human development as measured by people's well-being. It is an improvement in people's lives.

Closing a project
UNDP formally ends and closes the project operationally and financially. The focus is on assessing the overall performance of the project, evidence of completion, lessons learned, and necessary handover.

The details of UNDP's approach to projects are explained in the (publicly accessible) **Programme and Project Management** section of UNDP's Programme and Operations Policies and Procedures. The section describes the minimum requirements used within UNDP to successfully manage processes to produce development results. ⇒**content.undp.org/go/userguide/results/**

Promoting coordination, efficiency and effectiveness of the UN

In addition to providing specific policy and technical support, UNDP promotes the **coordination, efficiency and effectiveness of the United Nations system**. This coordination effort is grounded in UN reform, following the call from the UN General Assembly in 1997 for a more coherent, effective and efficient UN development system. With the recent economic setbacks, and with the challenges to achieve the MDGs by 2015, UNDP is working hard to bring together the numerous mandates and types of expertise to be found amongst the various UN agencies, so as to enable the UN to respond most effectively to national priorities and challenges.

UNDP promotes coordination, efficiency and effectiveness through a variety of activities:

- Managing the **UN Resident Coordinator System** for the UN
- Supporting the **Delivering as One** and **UNPAF** frameworks
- Chairing the **UN Development Group**
- Reporting on **Human Development**
- Preparing for **the Post-2015 Development Agenda** (see page 6)
- Advocating for development through **goodwill ambassadors**

Managing the UN Resident Coordinator system

UNDP funds and manages Resident Coordinators (RCs) of the UN. They are senior UN officials who lead UN country teams and coordinate the development activities of the UN in a country. UN Resident Coordinators are appointed by the UN Secretary-General and overseen by the UN Development Group.

> **Reform at the UN**
>
> *"Every day we are reminded of the need for a strengthened United Nations, as we face a growing array of new challenges, including humanitarian crises, human rights violations, armed conflicts and important health and environmental concerns.*
>
> *Seldom has the United Nations been called upon to do so much for so many.*
>
> *I am determined to breathe new life and inject renewed confidence into a strengthened United Nations firmly anchored in the twenty-first century, and which is effective, efficient, coherent and accountable."*
>
> *Secretary-General Ban Ki-moon*
>
> ⇒**www.un.org/reform/**

The UN Resident Coordinator system encompasses all organizations of the United Nations system dealing with operational activities for development, regardless of their formal presence in the country. Working closely with national governments, UN Resident Coordinators and UN country teams advocate for the interests and mandates of the UN system while drawing on the support and guidance of the entire UN family.

Delivering as One

Some UN country team members have adopted the **Delivering as One** approach ⇒www. undg.org/home/guidance-policies/delivering-as-one/. "

The main objectives of the **Delivering as One** approach are:

- Improving the UN system's focus on working together towards achieving national development results.
- Aligning UN activities with national priorities and avoiding duplication.
- Promoting the values, norms and standards of the UN in a coherent and consistent manner.
- Increasing the transparency, predictability and accountability of the UN system.
- Achieving efficiency gains and cost.

The **"Delivering as One" (DaO) pilot initiative** was launched by the UN in 2007, to respond to the challenges of a changing world and test how the UN family can provide development assistance in a more coordinated way.

The governments of eight countries — **Albania, Cape Verde, Mozambique, Pakistan, Rwanda, Tanzania, Uruguay, and Viet Nam** — volunteered to become "Delivering as One" pilots.
The eight pilots adopted reforms based on four principles:

- One Leader
- One Budget
- One Programme
- One Office

Following this pilot initiative, a set of **Standards of Operations (SOPs)** have been developed for the second cohort of DaO UN country members. These SOPs build on the lessons learned from the first cohort of UN DaO members, and provide guidance in areas such as programming, leadership and budgeting. ⇒ https://undg.org/home/guidance-policies/delivering-as-one/standard-operating-procedures-non-pilots/

The advantages of the **Delivering as One** approach are as follows:

For the Government
- Increased national ownership and leadership
- Better alignment with national priorities
- Increased transparency
- Reduced transaction costs
- Delivered results, particularly on cross-cutting, multi-dimensional issues
- Increased predictability
- Better access to expertise from across the UN system

For International Development Partners
- Better use of their resources (efficiency, cost savings, ...)
- Increased transparency
- Reduced transaction costs
- Increased accountability
- More effective sector coordination

For the United Nations
- **Reinforced the relevance of the UN development system**
- Better positioned to apply integrated policy solutions and responses to address the multi-dimensional challenges
- Promote values, norms and standards of the UN coherently and consistently
- Decreased duplication
- Effective inclusion of non-resident agencies

For National Development Partners
- More inclusiveness
- Supports the promotion of norms, values and standards
- Greater development impact
- More effective sector coordination

United Nations Partnership Framework (UNPAF)

The new **United Nations Partnership Framework (UNPAF)** is a strategic approach towards UN cooperation between UN agencies and the governments of countries in which they work. This framework recognizes that development priorities and needs are not a one size fits all, but different for each country. With this in mind, the main objective of this approach is to shift UN's role from **development assistance** to one of **partnership and support –** working with countries to identify and tackle their development challenges.

The Four Pillars of UNPAF are:

- Development of capacities of national institutions;
- Fostering multi-disciplinary approaches to development;
- Provision of technical expertise and policy analysis and advisory support;
- Strengthening knowledge generation and management, and sharing of best practices;
- Facilitating south-south cooperation and;
- Promoting standards, norms and accountability mechanisms.

Chairing the UN Development Group

At the global level, the UNDP Administrator chairs the **United Nations Development Group** (UNDG) ⇒**www.undg.org** on behalf of the UN Secretary-General.

Established by the Secretary-General in 1997, the UNDG **designs system-wide guidance to coordinate, harmonize and align UN development activities**. The group strengthens the UN development system at the country level, prepares it to meet future challenges and ensures that operations are conducted in accordance with mandates from UN governing bodies such as the General Assembly.

The United Nations Development Group unites **the UN funds, programmes, agencies, departments, and offices that play a role in development in over 150 countries**.

In addition, the **United Nations Development Operations Coordination Office** (DOCO) acts as the advisory support unit of the UNDG. DOCO works under the guidance of the UNDG and brings together the UN development system to provide policy advice, promote excellence in UN leadership and coordination with the primary objective of making a meaningful UN contribution to development.

Reporting on Human Development

UNDP's flagship publication for advocacy is the **Human Development Report** (HDR) ⇒**www.hdr.undp.org.** The concept of *human* development puts people at the centre of the development process. It is about development *of* the people, *by* the people, and *for* the people.

The **Global Human Development Reports**, published annually since 1990, are commissioned by UNDP. The reports focus on a highly topical theme in the current development debate, providing new measurement tools, innovative analysis and often controversial policy recommendations. The reports are guided by the belief that development is ultimately a process of enlarging people's choices, not just raising national incomes. The reports are written by independent teams of experts.

The Global Human Development Reports contain substantive data on **development indicators**. The reports rank every country each year in areas such as per capita income, literacy, life expectancy and respect for women's rights. Since the first report in 1990, four composite indices for human development have been developed — the **Human Development Index**, the **Gender-related Development Index**, the **Gender Empowerment Measure**, and the **Human Poverty Index**.

The analytical framework of the global report carries over into Regional and National Human Development Reports:

1. **Regional Human Development Reports** are promoting regional partnerships for influencing change, and addressing region-specific human development approaches.

2. **National Human Development Reports** are a tool for national policy debate. They attempt to place human development at the forefront of the national policy agenda.

The Human Development Index

The Human Development Index (HDI) is a summary measure of human development. It measures the average achievements in a country in three basic dimensions of human development:

- A **long and healthy life**, as measured by life expectancy at birth

- **Knowledge**, as measured by the adult literacy rate (with two-thirds weight) and the combined primary, secondary and tertiary gross enrolment ratio (with one-third weight)

- A **decent standard of living**, as measured by GDP per capita

Advocating through Goodwill Ambassadors

Global UNDP ambassadors are prominent individuals whose fame helps amplify the universal **message of human development and international cooperation**.

UNDP Goodwill Ambassadors articulate the development philosophy of UNDP and its programmes. They give their time to help UNDP, and travel often to developing countries for first-hand observation so that they can bring the human development message to the industrialized world.

UNDP Goodwill Ambassadors Zidane and Ronaldo

Global ambassadors for UNDP are currently the actor Antonio Banderas, actress Connie Britton, soccer stars Iker Casillas, Ronaldo, Zinédine Zidane, Marta Vieira da Silva and Didier Drogba, the Japanese actress and television personality Misako Konno, tennis player Maria Sharapova and Crown Prince Haakon Magnus of Norway. ⇒**www.undp.org/goodwill/**

Who is doing what in UNDP?

The global structure

The **United Nations General Assembly** and the **UN Economic and Social Council** establish overall policies for UNDP.

The **Executive Board** ⇒**www.undp.org/execbrd/** provides inter-governmental support and supervises the activities of UNDP. It ensures that UNDP is responsive to the needs of programme countries. The Executive Board consists of 36 members from as many countries. The members are chosen on a rotating basis.

The **Administrator** manages UNDP's day-to-day work, and is directly accountable to the Executive Board for all UNDP activities. The Administrator is the third highest ranking official in the United Nations system after the Secretary-General and the Deputy Secretary-General. He/she is appointed by the Secretary-General for a term of four years, and confirmed by the General Assembly.

The current Administrator is **Helen Clark**. She became the Administrator of the United Nations Development Programme on 17 April 2009, and is the first woman to lead the organization and the UN's development network. Prior to her appointment with UNDP, Helen Clark served for nine years as Prime Minister of New Zealand. The Administrator is supported by an Associate Administrator. In April of 2013, Helen Clark began her second term as UNDP Administrator. During this second term, Ms. Clark has emphasized that sustainable human development and poverty eradication will continue to be the priorities for the UNDP. ⇒
ww.undp.org/content/undp/en/home/operations/leadership/administrator/biography.html

**Ms. Helen Clark,
UNDP Administrator**

UNDP's organizational chart:
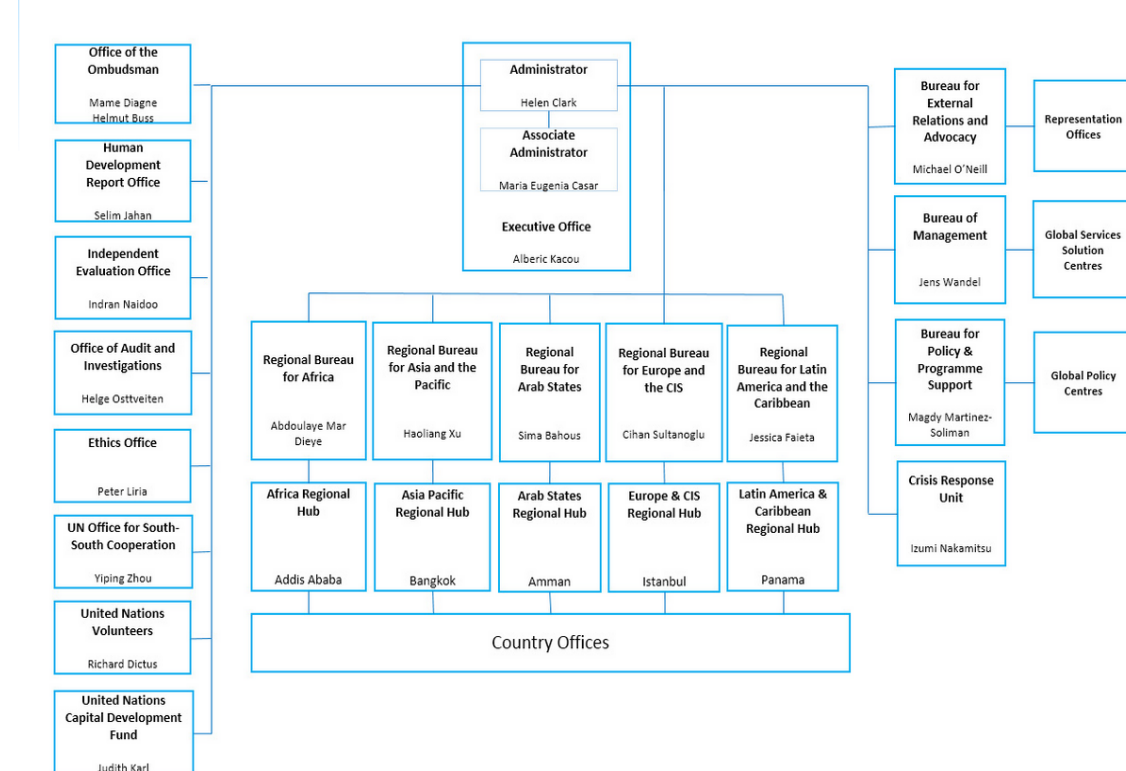
Five **offices** (Executive Office, United Nations Development Operations Coordination Office, Human Development Report Office, Evaluation Office and Office of Audit and Investigation) and three **bureaus** (Bureau for External Relations and Advocacy, Bureau of Management, Bureau of Policy & Programme Support and the Crisis Response Unit) in UNDP's headquarters in New York form the backbone of the organizational structure. They focus on UN coordination, management, partnerships, development policy, and crisis prevention and recovery.

There are five **Regional Bureaus** and their **Regional Hubs** overseeing UNDP's Country Offices: the bureaus and hubs for Africa, for Arab States, for Asia and the Pacific, for Europe and the Commonwealth of Independent States, and for Latin America and the Caribbean. The Regional Bureaus are headed by **Directors** and work out of UNDP's headquarters in New York. Each Regional Bureau is supported by a Regional Hub.

The Country Offices

Much of UNDP's work is done through Country Offices in **over 170 countries and territories**.

UNDP runs programmes in every country with a per capita income of under $4,700. UNDP also has offices in countries with higher income levels (such as Bahrain, Kuwait and Saudi Arabia) if the country covers the base cost of UNDP's presence.

As a field-based organization, the bulk of UNDP's **staff** is based in Country Offices.

- **National staff** is recruited locally. Around 80% of UNDP's staff is national. Salaries for national staff follow a locally defined salary scale.

- **International staff** are recruited from outside the country, and paid according to the *Noblemaire* principle. The Noblemaire principle states that salaries of international civil servants should match those of the best-paid national civil servants.

To keep UNDP independent from governments, and to avoid possible conflict of interest, senior management positions are filled with international staff members. For the same reason, international staff is rotational.

People in a UNDP Country Office

These are some of the people you will meet when working in or with UNDP country offices around the globe:

- The **Resident Representative** (also called 'RR' or 'ResRep') is the Administrator's representative at the country level. He/she is ultimately accountable for the quality and sustainability of UNDP interventions in the country. The Resident Representative often serves as the UN Resident Coordinator (RC) for the entire United Nations system and sometimes as the UN Humanitarian Coordinator.

- In some countries, a **Country Director** ('CD') is responsible for the day-to-day management of UNDP. He/she has overall responsibility for, and coordination of, the operational and programmatic activities of UNDP. The Country Director has delegated financial authority, including project approval authority, as well as management and internal controls responsibilities. The Country Director represents UNDP with other UN Agencies, donors and Government officials.

- The Country Director is typically aided by at least one **Deputy Country Director**. A Country Director can be responsible for UNDP's programme in a country, UNDP's operations, or both. In countries without a Country Director, the Resident Representative will be aided by a **Deputy Resident Representative**.

- **Assistant Country Directors** (ACD) assist Deputy Country Directors and are typically responsible for a unit ('head of unit') or area of work within a UNDP country office.

- **Programme staff** in a UNDP Country Office looks after planning, implementing, monitoring and reporting on UNDP's programme.

- **Operations staff** is responsible for enabling the smooth running of the country office. This typically includes financial management, human resources, procurement, as well as day-to-day office maintenance and support.

- **Junior Professional Officers** (JPOs) are university graduates under 32 years with working experience. They are usually funded by their respective government. Junior Professional Officers typically work under the supervision of a senior staff member on the identification, design, implementation, monitoring and evaluation of UN programmes. ⇒**www.jposc.undp.org**

- **United Nations Volunteers** (UNVs) serve the entire United Nations system. They are usually hired for donor-supported projects and programmes, or based in UN country offices. United Nations Volunteers can be international or national specialists. ⇒**www.unv.org**

- **Consultants** provide specific advisory and training services to strengthen national skills. Consultants can be hired for short term or long term assignments, and can be national or international.

- **Interns** are graduate students who offer their unpaid services to support development activities, while acquiring work experience. Interns can be national or international.

What are UNDP's principles?

UNDP Accountability System

For UNDP, accountability is the obligation to a) demonstrate that work has been conducted in accordance with agreed rules and standards and b) report fairly and accurately on performance results vis-à-vis mandated roles and/or plans.

Accountability is not just about *what* UNDP delivers (results and performance) – but also *how* it delivers (quality and standards) and the way UNDP manages risks.

The UNDP Accountability System has two components:

- The **Accountability Framework** describes organization-wide processes for monitoring, analysing, and improving performance in all aspects of organizational policy, management processes and operational procedures in support of the UNDP Strategic Plan.

- The **Oversight Policy** details the specific procedures, tools and timing for providing UNDP and its stakeholders with independent assurance and evaluation of UNDP.

Programme and Operations Policies and Procedures

The Programme and Operations Policies and Procedures (POPP) describe **what needs to be done** in UNDP**, by whom and by when.**

These online Programme and Operations Policies and Procedures describe key operational procedures and processes for all aspects of work: results management; partnership management; contracts, assets and procurement management; financial management; human resources management; project and programme management and information technology management.

All managers and staff members are expected to base the exercise of functions on the Programme and Operations Policies and Procedures.

Access to the full Programme and Operations Policies and Procedures is limited to UNDP staff and partners, but some chapters are publicly accessible (for example the chapter on 'Programme and Project Management ⇒**content.undp.org/go/userguide/results/**.

Handbook on Planning, Monitoring and Evaluating

The handbook describes in detail **UNDP's approach to planning, monitoring and evaluation**.

It complements the POPP by providing UNDP programme units with guidance on 'how to' and practical tools to strengthen results-oriented planning, monitoring and evaluation in UNDP. ⇒ **http://web.undp.org/evaluation/evaluations/handbook/english/documents/pme-handbook.pdf**

What are UNDP's tools?

ATLAS

Atlas is a name for the Enterprise Resource Planning (ERP) system used by UNDP and other UN agencies. UNDP uses Atlas to manage projects, finances, human resources, inventory and procurement. Atlas also forms the basis for UNDP's internal control and accountability framework.

To mark a departure from UNDP's bureaucratic designations, Atlas is not an abbreviation but stresses UNDP's global network approach.

Balanced Scorecard

UNDP Balanced Scorecard consists of selected results and indicators to be planned, monitored and acted corporately to achieve the goals articulated in the Strategic Plan.

- The **Executive Balanced Scorecard** is a global scorecard to track UNDP progress with regard to its overall Strategic Plan.
- The **HQ Bureaus Scorecards** track progress of UNDP's bureaus in headquarters
- The **Country Office Balanced Scorecard** tracks progress of country offices in six areas: a) Programme Effectiveness and Alignment, b) Support to UN Reform and Coherence, c) Partnership, d) Programme and Financial Management, e) System and Culture of Accountability, f) People and Knowledge Management.

Executive Snapshot

The Executive Snapshot aims at increasing managerial effectiveness. It provides senior and middle management with aggregate reports and key ratios for analysis and for facts-based management decisions. Further, it provides programme officers and management professionals with more detailed reports for regular monitoring of finances.

The Snapshot provides:

- Overview and summary on programme and management finances
- Detailed financial information
- Human Resources information

Enterprise Risk Management

A risk is a future event that may impact the achievement of UNDP's objectives. The very nature of UNDP exposes it to risks that range widely, including environmental, financial, operational, organizational, political, regulatory and strategic risks.

UNDP identifies, monitors and responds to risks at all levels of the organization using **Enterprise Risk Management** (ERM). UNDP's various units track and manage risks in a 'Risk Log'. If managing a risk is beyond the capacity of a Unit, the risk can be brought to the attention of a higher level in UNDP.

Abbreviations

Countless **abbreviations** are a frequent element of UNDP lingo. It's not uncommon to hear somebody say: "The RR wants the NPD to submit the FR to UNDP by EOB today".

It might save time to use some well-known abbreviations for internal communication, especially in writing. But in order to communicate effectively with everybody who is not UNDP staff (and that is the majority of people), it is better to avoid the use of abbreviations.

However, the reality is that you *will* come across many abbreviations in UNDP. But they are not a well-kept secret. Pick up ten or twenty as you go along, and you will be fine. For the rest, it's perfectly fine to ask what they stand for.

You can find a brief list of abbreviations and acronyms in most official UNDP documents. For the more advanced, there is a **UN multilingual terminology database**, with 70,000 acronyms in the 6 official UN languages. ⇒**unterm.un.org** The JPO Service Centre website also presents a list of 2170 acronyms and abbreviations of various origins. ⇒**jposc.org**

International Public Sector Accounting Standards

International Public Sector Accounting Standards (IPSAS) are independently-developed financial reporting standards. Since 2012, UNDP has used the International Public Sector Accounting Standards. ⇒**http://pages.au.int/sites/default/files/IPSAS_CO_Presentation_for_programme_governments.pdf**

Surveys

UNDP uses three surveys to ensure flow of critical information to its headquarters.

- **Global Staff Surveys** ask a comprehensive range of questions about the relation between staff and management at all levels. It is an important annual tool to identify areas of concern, both by topic and by Country Office.

- **Headquarter Products and Services Surveys** allow country offices to provide feedback on the services provided by units in New York.

- **Partners Surveys** attempt to solicit feedback from UNDP's clients, host governments, other UN agencies, donors, civil society and the private sector on how UNDP is doing.

How does UNDP manage knowledge?

Knowledge is what people know. It is about: What works? What does not work? What works where, and what works under what circumstances?

Knowledge management turns personal knowledge into corporate knowledge. It helps to connect people and information. Knowledge management makes it easier for UNDP staff members to access the best knowledge the organization has, and to access the best people to get a job done.

Regional Centres

UNDP's five Regional Centres provide Country Offices with **easy access to knowledge through high quality advisory services** based on global applied research and UNDP lessons learned. Regional Centres also focus on building partnerships and promoting regional capacity building initiatives.

> UNDP has regional centres in:
>
> - Addis Ababa ⇒ www.africa.undp.org
> - Amman ⇒ www.arabstates.undp.org
> - Istanbul ⇒ www.eurasia.undp.org
> - Panama ⇒www.latinamerica.undp.org
> - Bangkok ⇒ www.asia-pacific.undp.org

Knowledge networks

Drawing on its global presence, UNDP has established numerous email-based **community networks of practitioners**. These vibrant knowledge networks are used for a variety of things: discussing current problems, asking for help or advice from colleagues, sharing reports and documents, etc. The community of practitioners typically include UNDP staff, staff from other UN organizations and other development institutions.

Thematic centres

In addition, UNDP is engaged with a number of global thematic facilities, working to research and provide policy advisory services.

UNDP Global Centre for Public Service Excellence works on finding the best evidence to inform trends, innovations and public solutions. It is a hub for officials, leaders and policy makers who come together to collaborate and engage in dialogue to address current public challenges. The Centre operates under the joint direction of UNDP and the Government of Singapore.
⇒UNDP.org/content/undp/en/home/operations/about_us.html

UNDP Seoul Policy Centre brokers new partnerships between Korea and the developing world through UNDP networks and acts as a representative of UNDP in the Republic of Korea. The Centre has created a global network of policy makers, government representatives, think thanks and academics that work together to come up with practical solutions to global development challenges ⇒
www.undp.org/content/seoul_policy_center/en/home/our-work/

UNDP's Governance Assessment Portal is a hub of information and a valuable entry-point on democratic governance assessments.

The major attraction of this website is the ease of access to an extensive amount of current reference materials, measuring tools and initiatives on democratic governance assessments.

⇒**www.gaportal.org**

UNDP Istanbul International Center for Private Sector in Development (IICPSD) is a Southern-based Centre of Excellence. It works with the private sector to support global and local efforts to address development challenges. The Centre was formed as a result of a partnership agreement signed between the Government of the Republic of Turkey and the United Nations Development Programme (UNDP). ⇒
www.undp.org/content/undp/en/home/ourwork/partners/private_sector/iicpsd.html

The **Oslo Governance Centre** helps UNDP Country Offices to assist in democratic reforms necessary to achieve the MDGs, with a special emphasis on access to justice, human rights, civil society, access to information, and governance and conflict prevention.
⇒**www.undp.org/oslocentre/**

The **International Policy Centre for Inclusive Growth** (IPC-IG), formerly the International Poverty Centre, is a partnership between UNDP and the Government of Brazil. Located in Brasilia, IPC-IG is a hub for South-South dialogue on applied research and training on development policy.
⇒**www.ipc-undp.org**

The **Drylands Development Centre** supports the UNDP's mandate to reduce poverty and hunger through sustainable development in the drier parts of the world. The Centre is located in Nairobi, Kenya. ⇒**www.undp.org/drylands/**

Training programmes

The **Learning Management System (LMS)** is an online learning system that is available to UNDP staff through the UNDP intranet and is coordinated by the Office of Human Resources (OHR). UNDP staff can use this platform to create a personal Learning Plan and receive recommended courses based on their job role. LMS also provides ongoing opportunities to register for an extensive range of free online courses, workshops and learning events. In addition, LMS also serves as a quick one stop shop to **UNDP's mandatory courses**.

Mandatory On-line courses

Currently, six on-line courses are mandatory for all UNDP staff and available through the UNDP intranet:

- Basic Security in the Field II: Staff Safety, Health and Welfare
- Advanced Security in the Field
- Ethics Training
- The Gender Journey: Thinking Outside the Box
- UNDP Legal Framework: What Every Staff Should Know
- UN Programme On The Prevention Of Harassment, Sexual Harassment and Abuse Of Authority

Publications

- **UNDP** and its administered funds produce a wide variety of publications that are available free of charge in electronic form. ⇒**www.undp.org/publications/**

- The **Office of Development Studies** (ODS) undertakes research and policy analysis on issues that are directly relevant to strategy and leadership of UNDP. ⇒ **http://web.undp.org/developmentstudies/**

- UNDP's Evaluation Office publishes a number of evaluations and other reports on development effectiveness ⇒**http://web.undp.org/evaluation/**

How does UNDP manage its staff?

Currently, UNDP has a total of around **7,400 staff** members; approximately over **16,000** including service contract holders. 51% of UNDP staff are women (72% men and 28% women in the case of service contract holders), but only 36% of senior management staff are female.

How is staff categorized in the United Nations common system?

- **Professional** and higher: This includes staff concerned with the substantive and managerial activities of the organizations, general administration and language services. Professional staff requires a university or professional background, or equivalent experience. Professional staff is recruited internationally or nationally, with consideration given to appropriate geographical distribution.

  The international professional and higher categories comprise five Professional grades (**P-1 to P-5**) and two Director levels (**D-1 and D-2**).

  The national professional category comprises four Professional grades (**NO-A to NO-D**).

- The **General Service staff** are nationally recruited and comprise 7 grades (from G-1 to G-7).

International Civil Service Commission

The International Civil Service Commission (ICSC) regulates and coordinates the conditions of service for the United Nations common system staff.

⇒**icsc.un.org**

What types of contracts are there in UNDP?

Possibility of different types of staff contracts:

- **Permanent Appointments** (PAs): A staff member holding a permanent appointment retains this appointment until he/she separates from UNDP. PAs are granted when a staff member fulfils special conditions.

- **Continuing Appointments** (CAs): are open-ended appointments (without expiration date). But currently, no CA is granted, since the General Assembly is still considering the issues related to the conditions under which CAs may be granted.

- **Fixed Term Appointments** (FTAs): are contracts for a period of one year or more, up to five years at a time. FTA contracts can be renewed multiple times. The FTA does not carry any expectancy of renewal and shall not be converted to any other type of appointment.

- **Temporary Appointments** (TAs): are contracts for a period of less than one year to meet seasonal or peak workloads and specific short-term requirements. A TA may be renewed on an exceptional basis for up to one additional year, but cannot, at any circumstances, exceed two years. A TA does not carry any expectancy, legal or otherwise, of renewal and shall not be converted to any other type of appointment either.

Consultants on **Individual Contract**[1] (IC) have non-staff contracts for short duration activities, for non-staff functions of temporary assistance and/or consultancies that are time and deliverable bound.

> **Staff associations**
>
> Staff associations promote and safeguard the rights, interests and welfare of staff. They also act as the channel of communication with UNDP's administration on matters concerning staff.
>
> UNDP staff are organized into **staff associations** at the country level.
>
> At the global level, UNDP, UNFPA and UNOPS staff form the **staff council**.
>
> ⇒**www.staffcouncil.org**

How does UNDP assess staff performance?

The performance of UNDP staff is assessed on an annual basis through a **Performance Management and Development** (PMD) tool).

The PMD is an online tool that allows Supervisors and Supervisees to collaborate on the preparation of annual performance plans and establish a staff member's performance and career goals. These goals should typically be aligned with the overall annual strategy of each office or unit.

Performance is assessed based on **five core competencies**: leadership, people management, execution, innovation and communication.
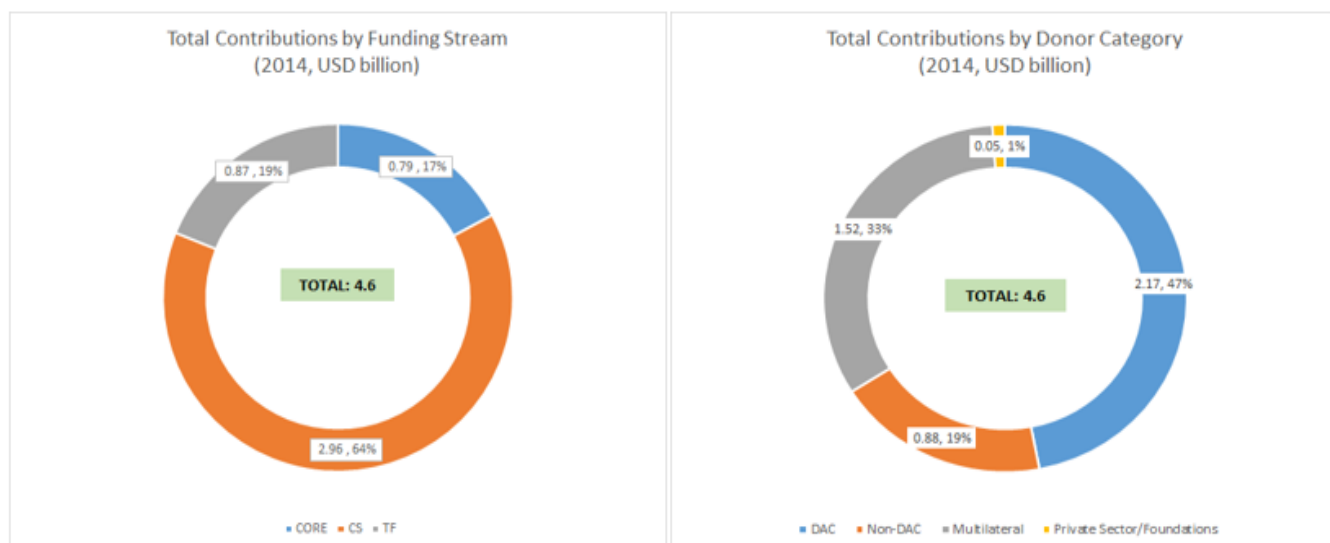
The tool enables UNDP staff and managers to engage in structured and inclusive dialogue about the staff member's professional development and career goals, assess results, establish objectives for the year and identify competencies. Once the PMD has been approved by the manager, it is entered into UNDP's online ATLAS system.

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[1] Known as Special Service Agreement (SSA) in the past.

How does UNDP fund its activities?

In 2014, UNDP received over **$4.6 billion** in income. This money comes from five different sources:

- **voluntary contributions** from member states
- earmarked contributions from **bilateral** donors or
- earmarked contributions from **multilateral** partners
- **local resources** from UNDP's programme countries
- Contributions from **Private sector/Foundations**
- **other** sources, including contributions to UNCDF and UNV[2]

Total Contributions by Funding Stream (2014, USD billion)

TOTAL: 4.6

0.79, 17%
2.96, 64%
0.87, 19%

■ CORE ■ CS ■ TF

Core
Non Core
Trust Funds

Total Contributions by Donor Category (2014, USD billion)

TOTAL: 4.6

0.05, 1%
2.17, 47%
1.52, 33%
0.88, 19%

■ DAC ■ Non-DAC ■ Multilateral ■ Private Sector/Foundations

Development Assisted Committee (DAC)
Non DAC
Multilateral
Private sector/Foundations

Core Resources

Voluntary contributions

The voluntary contributions from member states form UNDP's **regular resources** (also called '**core resources**') and fund the resource allocations to programme countries, also called '**Target for Resource Assignment from the Core'** (TRAC).

Regular resources are **not earmarked** (not reserved for any specific purpose by the donor) and are used to run UNDP. They constitute the bedrock of UNDP, and guarantee its universality, neutrality and independence.

Can we still afford the United Nations?

The United Nations and all its agencies and funds spend **about $30 billion each year** or about **$4 for each of the world's inhabitants**.

This is a very small sum compared to most government budgets and it is **less than three percent of the world's military spending**.

Yet for nearly two decades, the UN has faced financial difficulties and it has been forced to cut back on important programs in all areas, even as new mandates have arisen.
⇒**www.globalpolicy.org/un-finance.html**

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[2] Until 2010, UNIFEM was included in UNDP's affiliated Funds and Programmes. UNIFEM is now part of UN Women, the UN organization dedicated to gender equality and the empowerment of women.

In 2014, the **largest voluntary contributors** to UNDP's regular resources are Norway ($112 million), Great Britain ($90 million), U.S.A ($90 million), Japan ($80 million) and Sweden ($93 million).

Non-Core Resources

Bilateral donors

Additional contributions from states are typically **reserved for a specific purpose** ('earmarked'). Earmarked contributions from bilateral donors come mostly from member states of rich countries organized in the **Organization for Economic Cooperation and Development** (OECD)'s **Development Assistance Committee** (DAC), a forum of major bilateral donors established to promote the volume and effectiveness of aid.

Bilateral donors provide UNDP annually with around **$1.4 billion** earmarked for specific purposes.

In 2014, the **largest bilateral contributors** to UNDP's earmarked resources are the United States ($537 million), Japan ($380 million) and Norway ($200 million)

Multilateral donors

Earmarked contributions also come from **multilateral partners** and the **European Commission**. Multilateral donors provide UNDP annually with around **$1.52 billion earmarked** for a specific purpose.

Local resources

Some programme countries **channel resources through UNDP** in support of their own development priorities. These funds are fully integrated into UNDP's budget process, and UNDP recovers the costs incurred for handling these funds. Channelling local resources through UNDP occurs particularly in Central and Latin America. Currently, local resources amount to around **$1 billion**.

Private Sector donors

Private sector companies have supported UNDP projects directly with US$135 million between 2009 and 2013. UNDP plays a key role with the private sector at the country level, acting as an interface for UN entities operating on the ground with a focus on sectors such as water, energy, food and agriculture and finance and information technology. ⇒ **http://www.undp.org/privatesector**

Who pays for UNDP Country Offices?

Country offices are provided yearly from regular resources to fund **programme activities**.

These are **fundamental functions** that UNDP is mandated to fulfill, in particular as custodian of the resident coordinator system for the entire UN. These functions do not change with the volume of resources managed and are considered fixed costs.

Base structure for country offices is defined as the minimum level of staffing and general operating expenses, funded from the regular resources biennial support budget, needed to deliver on the core mandate of UNDP. The funding of the country office base structure is dependent on the country office typologies.

All country office costs above the base structure are **split** proportionally between regular and other resources.

A part of the regular resources are held back by UNDP to address **special development needs** of countries in crisis, or to prevent a crisis from happening.

Multi-Donor Trust Funds

A Multi-Donor Trust Fund (MDTF) is a funding instrument through which donors can **pool resources** that are then disbursed by a fund administrator.

MDTFs can be important instruments for resource mobilization, donor coordination, policy dialogue and the provision of coordinated support for humanitarian, recovery, reconstruction and development assistance that are based on national priorities. ⇒http://mptf.undp.org/overview/office

MULTI-DONOR TRUST FUND OFFICE
Efficiency | Transparency | Accountability

When donor funds are intended for multi-agency operations, UNDP's **Multi-Donor Trust Fund Office** may be appointed as the fund administrator for the UN system. It currently has more than 50 Multi-Donor Trust Funds and Joint Programmes ⇒ http://mptf.undp.org/