

UNDP Reforms

Reshaped for a New Role in a New Century

Over the past two years, UNDP has carried out its most comprehensive internal reforms, renewing its vision and reforming its practices to become a flexible, fast-moving organization that provides services and advocacy where they are most needed—in the field.

New Focus: UNDP’s programmes, advocacy and resource mobilization efforts have been realigned into six thematic practice areas: democratic governance, poverty reduction, crisis prevention and recovery, information and communications technology, energy and environment and HIV/AIDS—bringing the organization in line with the priorities of the countries it serves. UNDP country offices have been re-profiled to bring them in line with these six thematic areas and given more autonomy, to get the job done more efficiently.

New Leadership: hiring a new generation of professionals through its Leadership for Development Programme, and through a global recruiting drive to bolster the Bureau for Development Policy and the Emergency Response Division. UNDP expertise is creating a first-rate consulting service for programme countries.

New Accountability: focus on performance, results and benchmarks at every level.

Downsizing: headquarters staff already reduced below 1,000; to be cut by a total of 25 percent by the end of 2001; half of those positions are being relocated to the field.

New results-oriented reporting: This year marks the second year of UNDP’s *Results-Oriented Annual Report (ROAR)*. The report assembles data from UNDP offices worldwide to help answer the question: Why pay for multilateral assistance? The ROAR identifies UNDP’s outputs at the country level, and policy outcomes

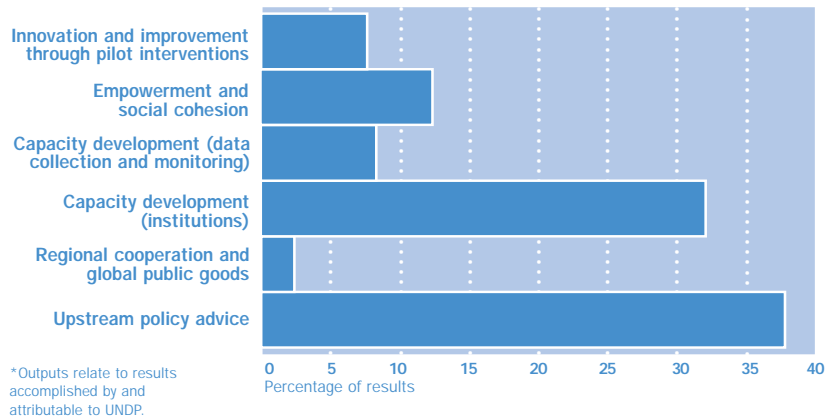
at the corporate level, as well as the value it adds to development efforts. The report places UNDP among that small group of development institutions in a position to analyze and present its work drawing on empirical, verifiable evidence from the field. It illustrates concretely where, how and with whom UNDP helps to build social and organizational capital. ■

Our work in development is central to the very idea of the United Nations.

If the United Nations were not working for development, and doing so on the ground, in real and visible operations, its relevance and purpose would be hard to explain to most of the world’s people.

Kofi A. Annan,
UN Secretary-General

TYPOLOGY OF OUTPUTS 2000 *



As the chart illustrates, 38 percent of the results relate to UNDP’s work in policy advice to developing country governments; 32 percent is in helping to strengthen national institutions. Other key findings and trends in the *ROAR 2000* include:

- Human rights as a major focus in governance programmes, with 40 percent of UNDP country offices providing advice and assistance in advocacy;
- *NHDRs* completed in 56 countries, and beginning to influence development policies resulting in innovative state and municipal HDRs;
- Increase in the formulation of poverty reduction strategies (PRS) in 60 countries, with UNDP support;
- Significant shift from support for sectoral projects to providing advice for environmentally sustainable development and mainstreaming global convention goals into national development policy;
- Greater priority on HIV/AIDS, promoting best practices and strategic planning, especially in Africa and the Commonwealth of Independent States;
- Marked progress in gender mainstreaming within governance, poverty reduction and HIV/AIDS through capacity development.