

United Nations Development Programme



2023 ANNUAL REPORT

# COUNTRY SUPPORT

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# INTRODUCTION

2023 was an unprecedented year. UNDP responded to 17 leveled crises, the most in recent history. This tested our crisis response mechanisms and systems, but we delivered. 2023 was also the year we rolled out and systematized our new [Crisis Offer](#) and through the updated Standard Operating Procedures we operationalized this framework. Under the new offer, we kicked-off efforts with countries such as Bolivia to anticipate and prevent crisis to help them get ahead of the crisis curve. Similarly, we also launched efforts to break the cycle of fragility in places of protracted crisis such as Haiti and Myanmar.

Crisis response remained the focus of our work. As part of our mandate to boost country office capacities to help respond to crisis and support development efforts, we deployed over 2,400 professionals including 90 UNDP SURGE Advisors. We supported more than 140 offices by providing and facilitating technical support and financial resources to help them respond to or build resilience against crisis.

We continued our efforts to remain agile and innovative by piloting new approaches and finding new use cases for new technologies. SURGE Data Hub leveraged satellite imagery and night lights to identify the damage and impact of the crisis in Libya and Syria. Through the Crisis Academy, which is now in its second year, we continue to offer learning opportunities to make UNDP crisis-ready. It offered 34 learning offerings for more than 1,600 professionals from across the globe. Through these initiatives such as the Adaptive Management and the SURGE Data Hub, we have embraced innovation and technology, equipping our teams with the tools needed to navigate the complexities of crisis management in the 21st century.

Our aim in 2024 is to continue with the same resolve to help prevent and end crisis everywhere.



KEY HIGHLIGHTS

# In 2023...



**140+**  
country offices  
supported globally

**17**

Crisis response efforts supported for levels 1,2 and 3

**1600**

UNDP personnel trained at the Crisis Academy

**20**

Country Offices supported by the SURGE Data Hub with digital assessments

**6**

360° and targeted Country Engagements supported by the SURGE Delivery Lab



**2495**  
deployments

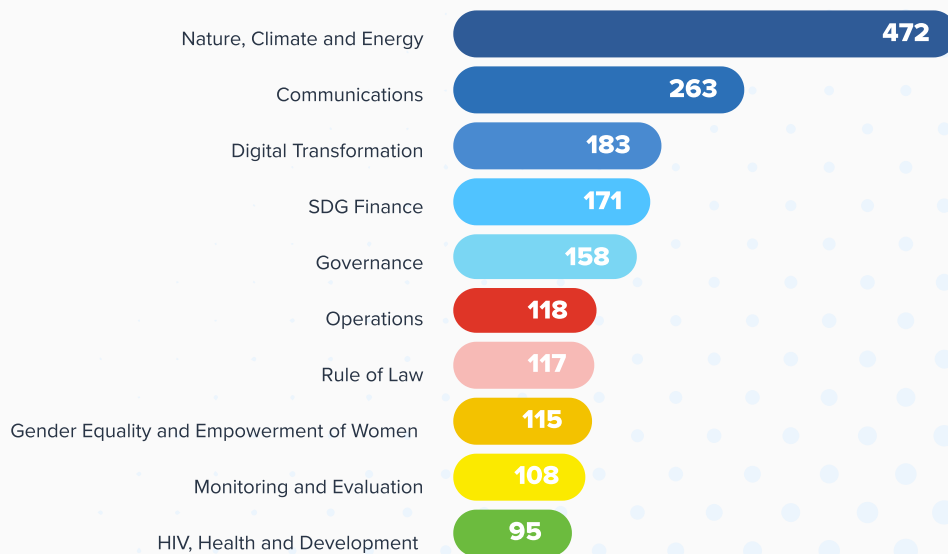


**12**  
Standby Partners



**18**  
Standby Partners  
deployments

## Top 10 deployment profiles





## NAVIGATING CRISIS: COUNTRY SUPPORT

# ANTICIPATION AND PREVENTION

UNDP leads policy and programme efforts to get ahead of the curve of future crises by mitigating risk and addressing drivers and root causes of conflicts, disasters, and other types of crisis. Prevention is at the heart of UNDP's development mandate, anchored in its mission to reduce development deficits, fight inequalities, and foster inclusion. While this can apply broadly to all programme countries, the focus is on contexts where risks of conflict and other man-made shocks are increasing, or which are exposed to high levels of recurrent risk.

For Anticipation and Prevention, the Country Support Management Team was instrumental in establishing Country Support Groups (CSGs), developing funding window proposals and prevention action plans, and facilitating technical support missions. Focus areas of support included conflict prevention for gender-sensitive environmental justice, multidimensional risk, and social cohesion, among others.

## BOLIVIA

CSMT, in coordination with RBLAC and the governance team at the regional LAC hub, is supporting efforts to anticipate and prevent conflicts related to the extraction of Lithium. Data-driven initiatives are being set up including an analysis based on data from X (formerly Twitter) to understand the reasons for conflict. A machine learning model has also been developed to understand various actors and their motivations.

The CO is working with the government to set up an early warning system. In addition, a platform has been set up to promote dialogue and mediation with a strong focus on environmental and indigenous issues in collaboration with the Ombudsman.

## MADAGASCAR

The integrated country support is implemented through a collaboration between the Crisis Bureau and the Regional Bureau for Africa, with a view to implementing the Crisis Offer. The Country Support Group (CSG) is linking corporate expertise from CB, RBA, BPPS as well as BERA at the HQ and regional level and is accompanying the CO's corporately endorsed PAP implementation. The PAP focuses on strengthening the knowledge and understanding of social cohesion as a key element for trust and resilience building.

The first social cohesion study will be implemented in country to create awareness of perceptions and risks. The CO's work in enhancing the government strategy on anti-corruption as well as building a CSO platform are important to enable and accompany a dialogue on social cohesion following a contested electoral process.

## NAVIGATING CRISIS: COUNTRY SUPPORT

# FRAGILITY AND PROTRACTED

As a development actor present before and throughout protracted crisis and fragility, UNDP brings a long-term view to the governance and socio-economic conditions necessary for countries to break the cycle, exit from fragility, and resume progress towards the SDGs and 2030 Agenda. UNDP's engagements aim to achieve the structural transformations needed to address the underlying and root causes of protracted crises and fragility, strengthen the social contract and promote risk-informed, resilient recovery for the furthest behind, leading to more sustainable pathways from fragility.

For Fragility and Protracted, the Country Support team supported the establishment of the Country Support Group (CSG), coordinated planning workshops and missions, piloted assessment methodologies (OoF and multi-dimensional fragility analysis), the development of Funding Window proposals and Business review exercises, and facilitated the development and approval of Country Engagement Plans to guide technical accompaniment for upcoming years.

## MYANMAR

CSMT, in collaboration with RBAP/Bangkok Regional Hub and CB technical teams, formulated the CEP which outlines integrated support to the Country Office. The CEP resulted from a virtual mission followed by extensive discussions among CB teams, RBAP/BRH, and the Country Office. A Country Support Group (CSG) was established to oversee the CEP, pooling expertise from CB, BPPS, and RBAP. The areas of support provided to the CO this year include engagement with Ethnic Armed Organizations (EAOs), gender equality, Human Rights and engagement with CSOs and proposal development.

## HAITI

CSMT, in tight coordination with RBLAC, PKP, RSHM and other relevant teams at CB, contributed to the formulation/approval of the first-ever corporate Out-of-Fragility Strategy (OoF) in line with the recently approved Country Programme Document (CPD), the establishment of a CSG and the development of a US\$1m Funding Window proposal to boost social protection for youth.



NAVIGATING CRISIS: COUNTRY SUPPORT

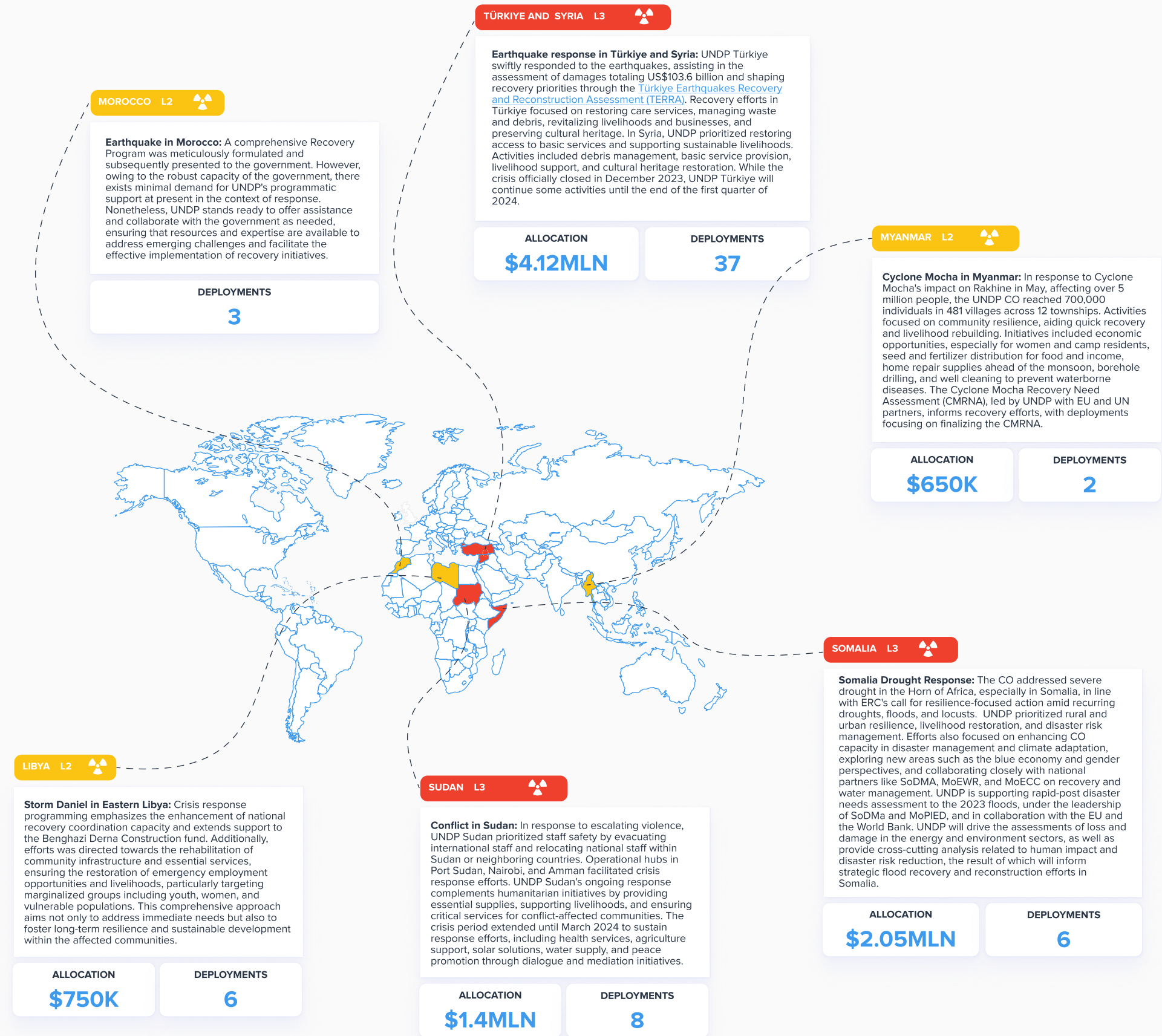
# RESPONSE & RECOVERY

UNDP engages in the midst of and throughout crisis to sustain development engagement. UNDP supports local authorities, communities and people affected by crisis, and initiates early recovery processes, bridging towards longer-term structural transformation, resilience-building and sustainable development, with a focus on green and equitable recovery pathways. This often applies following a sudden-onset-crisis triggered by either disasters or man-made shocks. Well planned crisis response can provide an opportunity to transform the development road map of a given country and overcome even pre-existing development gaps and vulnerabilities.

Providing direct support to COs, CSMT deployed 80+ trained SURGE advisors to crisis hotspots and over 2,200 consultants to COs in both crisis and non-crisis countries through the Express Roster mechanism. Since the 2020 transition of the ExpRes Roster from crisis response and recovery to "All of UNDP", the Roster has grown exponentially. CSMT worked to meet this growing demand and has consulted with all RBx regarding technical priorities, regional specificities and outreach channels, in preparation for the 2024 Global Call to augment the roster and ensure available and high-quality technical expertise for COs, Hub and HQ teams.

**The SURGE Data Hub supported 20 assessments in 2023:**

- 5 Household and Building Damage Assessments (HBDA in Afghanistan, Honduras, Bahamas and Kosovo two assessments).
- 5 Socio-economic Impact Assessments (SEIA), in Domenica, Liberia, Sri Lanka, Ghana and Libya.
- 10 advanced analysis studies, mentioning the impact of war in Gaza, conflict in Sudan, and the conflict navigator in Somalia, Syria Earthquake response, and Myanmar among others.



MOROCCO L2

**Earthquake in Morocco:** A comprehensive Recovery Program was meticulously formulated and subsequently presented to the government. However, owing to the robust capacity of the government, there exists minimal demand for UNDP's programmatic support at present in the context of response. Nonetheless, UNDP stands ready to offer assistance and collaborate with the government as needed, ensuring that resources and expertise are available to address emerging challenges and facilitate the effective implementation of recovery initiatives.

DEPLOYMENTS  
**3**

TÜRKIYE AND SYRIA L3

**Earthquake response in Türkiye and Syria:** UNDP Türkiye swiftly responded to the earthquakes, assisting in the assessment of damages totaling US\$103.6 billion and shaping recovery priorities through the Türkiye Earthquakes Recovery and Reconstruction Assessment (TERRA). Recovery efforts in Türkiye focused on restoring care services, managing waste and debris, revitalizing livelihoods and businesses, and preserving cultural heritage. In Syria, UNDP prioritized restoring access to basic services and supporting sustainable livelihoods. Activities included debris management, basic service provision, livelihood support, and cultural heritage restoration. While the crisis officially closed in December 2023, UNDP Türkiye will continue some activities until the end of the first quarter of 2024.

ALLOCATION  
**\$4.12MLN**

DEPLOYMENTS  
**37**

MYANMAR L2

**Cyclone Mocha in Myanmar:** In response to Cyclone Mocha's impact on Rakhine in May, affecting over 5 million people, the UNDP CO reached 700,000 individuals in 481 villages across 12 townships. Activities focused on community resilience, aiding quick recovery and livelihood rebuilding. Initiatives included economic opportunities, especially for women and camp residents, seed and fertilizer distribution for food and income, home repair supplies ahead of the monsoon, borehole drilling, and well cleaning to prevent waterborne diseases. The Cyclone Mocha Recovery Need Assessment (CMRNA), led by UNDP with EU and UN partners, informs recovery efforts, with deployments focusing on finalizing the CMRNA.

ALLOCATION  
**\$650K**

DEPLOYMENTS  
**2**

SOMALIA L3

**Somalia Drought Response:** The CO addressed severe drought in the Horn of Africa, especially in Somalia, in line with ERC's call for resilience-focused action amid recurring droughts, floods, and locusts. UNDP prioritized rural and urban resilience, livelihood restoration, and disaster risk management. Efforts also focused on enhancing CO capacity in disaster management and climate adaptation, exploring new areas such as the blue economy and gender perspectives, and collaborating closely with national partners like SoDMA, MoEWR, and MoECC on recovery and water management. UNDP is supporting rapid-post disaster needs assessment to the 2023 floods, under the leadership of SoDMA and MoPIED, and in collaboration with the EU and the World Bank. UNDP will drive the assessments of loss and damage in the energy and environment sectors, as well as provide cross-cutting analysis related to human impact and disaster risk reduction, the result of which will inform strategic flood recovery and reconstruction efforts in Somalia.

ALLOCATION  
**\$2.05MLN**

DEPLOYMENTS  
**6**

SUDAN L3

**Conflict in Sudan:** In response to escalating violence, UNDP Sudan prioritized staff safety by evacuating international staff and relocating national staff within Sudan or neighboring countries. Operational hubs in Port Sudan, Nairobi, and Amman facilitated crisis response efforts. UNDP Sudan's ongoing response complements humanitarian initiatives by providing essential supplies, supporting livelihoods, and ensuring critical services for conflict-affected communities. The crisis period extended until March 2024 to sustain response efforts, including health services, agriculture support, solar solutions, water supply, and peace promotion through dialogue and mediation initiatives.

ALLOCATION  
**\$1.4MLN**

DEPLOYMENTS  
**8**

LIBYA L2

**Storm Daniel in Eastern Libya:** Crisis response programming emphasizes the enhancement of national recovery coordination capacity and extends support to the Benghazi Derna Construction fund. Additionally, efforts were directed towards the rehabilitation of community infrastructure and essential services, ensuring the restoration of emergency employment opportunities and livelihoods, particularly targeting marginalized groups including youth, women, and vulnerable populations. This comprehensive approach aims not only to address immediate needs but also to foster long-term resilience and sustainable development within the affected communities.

ALLOCATION  
**\$750K**

DEPLOYMENTS  
**6**





**NAVIGATING CRISIS:  
OPERATIONAL INITIATIVES**


**SURGE DELIVERY LAB**


The SURGE Delivery Lab provides short-term delivery and operations support to Country Offices in fragile contexts. The SURGE Delivery Lab consists of global solutions and support networks working together to codify cross-regional practices and meet the individual needs of each Country Office through innovative steps.


**Support highlights in 2023**

- 

360° Engagement in Pakistan and Venezuela
- 

Recruitment mission in Ukraine
- 

Functional Mapping and Gap Analysis in Tunisia
- 

Partnership with the Procurement Office
- 

Digital Capacity Assessment of the Crisis Bureau

**Throughout 2023, the Surge Delivery Lab achieved:**

- 

**90+**  
Recruitments completed for Ukraine in record-breaking time
- 

**21**  
Deployed Operations Advisors, Human Resources, Procurement, Finance, Digital Transformation, and Risk Management Specialists
- 

**6**  
Country Office Engagements supported
- 

**150+**  
Personnel trained including civil engineers in Pakistan and operations personnel in Venezuela

## NAVIGATING CRISIS: OPERATIONAL INITIATIVES

### STRATEGIC MANAGEMENT OF UNDP CAPACITIES AND WORKFORCE PLANNING

In April 2023, the Global Policy Network together with the Bureau of Management Services launched the Joint Project on UNDP Capacities and Workforce Planning to optimize UNDP's human resources for its Strategic Plan in a changing global landscape. The project focuses on six key areas:

- ✓ Strategic Workforce Planning
- ✓ Supporting Service Offers and Crisis Response
- ✓ Managing Leadership Pools and Succession
- ✓ Assisting in Recruitment and Restructuring
- ✓ Designing Talent Mobility Policies
- ✓ Establishing Continuous Capacity Mapping Mechanisms

#### Key accomplishments include:



Digitalizing the UNDP leadership pools



Conducting high-level leadership rotation and mobility exercises



Large-scale recruitment initiatives in crisis settings such as in Ukraine and Afghanistan



Mapping UNDP personnel capacities against the technical and cross-functional competency frameworks



Workforce planning



Drafting a Talent Marketplace Guidance Note and SOPs





## NAVIGATING CRISIS: OPERATIONAL INITIATIVES

### STRATEGIC OPERATIONS FOR CRISIS RESPONSE IN DEVELOPMENT EMERGENCIES

As part of a strategic approach to crisis operations, the Crisis Bureau in collaboration with BMS will roll out three specific, but interconnected initiatives:

#### Next Generation Fast Track Procedures

The consultative process involving UNDP's experienced practitioners was crucial for FTP 1.0's success and is proposed for the Next Generation FTP. To achieve operational agility, a systems-oriented approach is needed to:

- Increase procedural agility in crisis settings for swift and scalable delivery.
- Enhance UNDP's risk management in fluid environments, including CO audits and increased management discretion.
- Foster a supportive organizational culture with incentives for crisis operation management.
- Expand UNDP's human resource capacities through continuous training and responsive career development for complex contexts.

#### Special Measures to deliver at greater speed and scale

For UNDP's Country Offices operating under complex political and socio-economic contexts, a special set of measures can be quickly triggered under the mandate of Crisis Boards. An off the shelf special measures tool kit based on existing precedents will be developed in consultation with relevant Country Offices and BMS focusing primarily on human resources, procurement and finance to ensure that these can be rolled out to support country offices that need an immediate set of policy options.

#### Crisis Operations Facility

Access to corporate operations knowledge and networks is often critical to ensure that UNDP's delivers on its mandate at greater speed and scale. Whilst there are corporate policy options, waivers and special measures that the organization makes available for special circumstances, often this information is not readily available to country offices when they are needed the most. On the other hand, lack of a dedicated track at HQ to support crisis operations results in urgent and complex requests sometimes being handled similar to normal development situations. The idea is to establish a Corporate Crisis Operations facility by Crisis Bureau and BMS to provide a one-stop shop for critical operations support, with dedicated capacity and assured turnaround times.



## NAVIGATING CRISIS: OPERATIONAL INITIATIVES

### STANDARD OPERATING PROCEDURE (SOP) FOR UNDP'S ENGAGEMENT IN CRISIS

2023 witnessed the successful revision of the [UNDP Crisis Response and Recovery Standard Operating Procedure \(SOP\)](#) including supplementary protocols to cover prevention, anticipation and fragile contexts. The SOPs were extensively consulted with all relevant stakeholders and were endorsed by the OPG. The revised SOP aims to operationalize UNDP's [Crisis Offer](#) and is fully aligned with the corporate [Risk Management Architecture](#). The TRAC 3 guidelines have also been adjusted in line with the new SOP and have been updated in the [Programme and Operations Policies and Procedures \(POPP\)](#). In addition, a communication/ sensitization plan has been developed to ensure the SOP is liaised within the GPN, Regional Bureaux and Hubs, as well as Country Offices. Additional fine-tuning of engagements in the two new contexts (prevention/ anticipation and fragile contexts) will take place for a testing period until the end of 2024.

### ADAPTIVE MANAGEMENT

The Adaptive Management Initiative (AMI) aims to support programme teams in Country Offices (CO) in crisis and fragile settings to plan, undertake and implement external scans of their environment, tailored to inform decisions for programme adaptations. The UNDP Crisis Bureau, through the AMI, has collaborated with several Country Offices including Guatemala and Somalia to explore how UNDP can manage programmes in a more agile and responsive manner to protect development gains.

An Adaptive Management Guidance Note was developed to provide insights into UNDP's emergent approach to adaptive management, informed by the many lessons learned from UNDP Country Offices. This went hand in hand with an extensive peer review of the Learning Loops Practice Note, on how to integrate the learning cycle into crisis management practice.

- **Guatemala CO** aimed to optimize their rule of law portfolio in a volatile and politically sensitive context, so they adopted the AMI to regularly engage in learning loops with all engaged actors including civil society. At the end of 2023, UNDP managed to strengthen their civil society space and gained more trust from donors in Guatemala, thanks to open and continuous learning loops, which led to real time adaptation of the programme.
- **Somalia CO** started shifting from linear programming into more collaborative and learning culture with colleagues and partners, through integrating real-time learning and monitoring into new programmes as a portfolio.

In addition, efforts were made to link UNDP's stabilization offer with adaptive management practices, through incorporating adaptive management into stabilization cohorts and open houses. An open house on adaptive management in stabilization contexts was organized. The open house aimed to introduce the adaptive management concept and practices to personnel working in stabilization contexts along with exchanging real examples from Cameroon, Chad, Mozambique, Somalia and the regional stabilization facility in Dakar. 53 participants (including 51% male and 49% female) joined the open house and was supported by five facilitators (of which four were women).

## 1 YEAR OF THE CRISIS ACADEMY

Since **January 2020**, the Crisis Academy:

collaborated with



**75+**  
partners

has delivered



**270+**  
learning opportunities

reached



**2900**  
professionals

Only in **2023**,



**521/1600**  
women personnel trained

The Crisis Academy facilitated 34 learning offerings in 2023. This included 25 introductory, intermediary and elective trainings and nine open houses across the six thematic academies including SURGE, Stabilization, Nexus, Infrastructure, Prevention and Data, targeting crisis professionals from UNDP and partners across five regions.

### In 2023, key highlights of the Crisis Academy were:

- Overall, 1,600 (521 are women) UNDP personnel were trained for improved crisis prevention, response and recovery through webinars and open houses. In addition, 1,073 learners completed their essential courses on different topics under the six academies.
- The Crisis Academy has a productive collaboration with the Community of Practice on Resilience and offered three Stay and Deliver sessions with UNDP personnel at the frontlines of crisis in Syria, Ethiopia and Haiti and one Retrospect learning session.
- The Crisis Academy contributed to building local and national institutions capacities on Household and Business Building Damage Assessments (HBDA) methodology with in-person trainings in Kosovo, Somalia and Dominica among other countries. The Crisis Academy initiated a partnership with UNDP Security Office and offered a course on Security for UNDP female personnel in Crisis Settings.
- Through collaboration with and inputs from nine country offices in Africa and sub-regional bureau, the Crisis Academy supported the SURGE Delivery Lab for preparing a special operational measure in stabilization contexts.
- The Crisis Academy supported the Recovery Solutions and Human Mobility Team in revising the 2nd version of the UNDP Stabilization Guidance note.







[UNDP ExpRes Roster](#)



[@ExpResRoster](#)



[@SURGE\\_UNDP](#)



[Crisis Offer](#)