

# UNDP Reform

Three years ago, UNDP set out to build a global development network for a new millennium—and reform itself in the process. In 2002, the first results came in. UNDP staff say they are more motivated while partner and donor countries say we are faster, more flexible, more responsive and, above all, more effective in our day-to-day work. With a clearer focus, organization-wide accountability, and new results-oriented reporting in place, the UNDP vision is becoming reality on the ground.

## Effective country offices

During 2001, UNDP overhauled 116 of its country offices to make sure our staff and services were in line with country needs. The rest of our network will follow by mid-2002. This unprecedented reform, driven quickly by a small in-house consulting team, has served to better align human and financial resources with developing countries' needs. UNDP country offices are more cost-effective, more responsive, more sharply focused on performance—and committed to continuous improvement.

## Strengthened staffing

UNDP met the 25 percent target for headquarters staff cuts last year, and took a tough 24 percent reduction in core country office staff. This allowed UNDP to bring on new policy specialists and national staff; launch a hiring programme for top young managers; start to devote more staff time to learning and skill development; and put in place a new set of management standards.

## Stronger global network

Staffing reforms and re-directed resources enabled UNDP to unify its policy, advocacy and resource work around six thematic practice areas. It established nine subregional facilities (SURFs) in key regional centres—Addis Ababa, Bangkok, Beirut, Bratislava, Dakar, Harare, Kathmandu, Panama City and Port-of-Spain. These SURFs provide timely, high quality support to UNDP country offices and serve as hubs for our new knowledge networks—bringing in new partners, promoting regional and global best practices and expanding expertise on subjects from micro-finance to local governance. Supported by a \$1.3 million investment in global Internet and e-mail connectivity, country offices are seeking out and sharing knowledge and experience about what works and what doesn't as never before—and UNDP programmes are benefiting.



UNDP promotes best practices through knowledge networking. At the first-ever meeting of Deputy Resident Representatives in Bangkok, middle-level managers focused on building expertise and streamlining processes to strengthen development programmes.

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