



*Empowered lives.
Resilient nations.*



Changing with the World

UNDP STRATEGIC PLAN: 2014–17

*Helping countries to achieve the simultaneous
eradication of poverty and significant reduction
of inequalities and exclusion*



BREAKING TRADITIONAL GENDER ROLES
Women and men work alongside one another sewing garments in a "Multiwear" factory at the Sonapi industrial park in Haiti.



CONTENTS >

- 1 Our Strategic Setting 2
- 2 Our Overarching Vision, Outcomes and Approach 10
- 3 Redesigning Our Main Areas of Development Work 18
- 4 Revitalising South-South Cooperation,
Partnerships and Coordination 38
- 5 Transforming Institutional Effectiveness 50



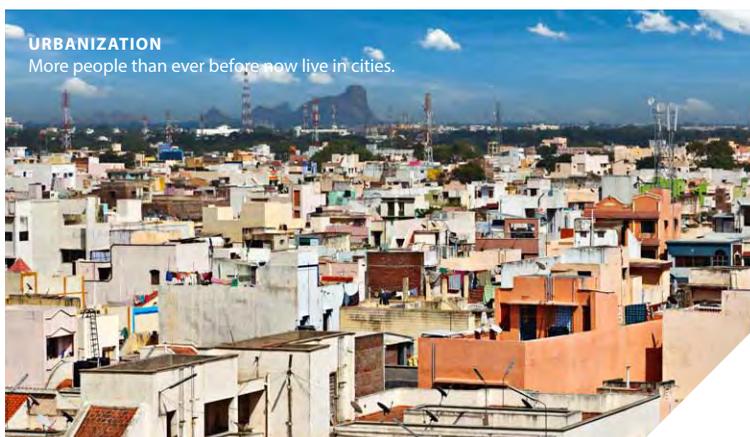
OUR

Strategic Setting



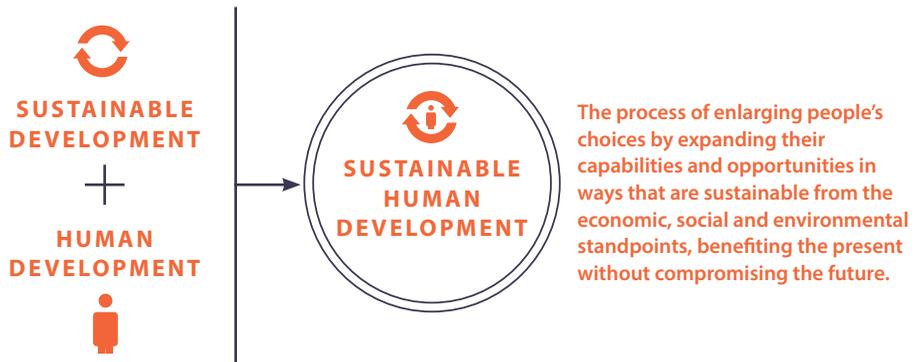
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The world is going through an unprecedented transition.



The world is going through an unprecedented transition. The global balance of power is shifting, extreme poverty has dropped to historic lows, more people than ever before now live in cities, and new technologies are revolutionising social behaviours and entire industries.

Risks are rising as well. Inequalities are widening within countries, violent tensions are making some societies vulnerable to crisis and even collapse, and competition is intensifying around scarce natural resources. Many societies are also struggling to bring women and youth into the circle of prosperity. The gaps are glaring despite progress on the Millennium Development Goals (MDGs). Women and girls still make up a high proportion of people living in income poverty and deprived of education, health, voice and other non-income dimensions of well-being. Progress in closing gender gaps in education has not led to the removal of inequalities in labour markets. Norms that exclude women from the public sphere remain strong in many places and gender-based violence is a significant issue. Against this broad backdrop, climate change may have potentially catastrophic consequences, most of all for the poor.



The challenge is to rethink development.

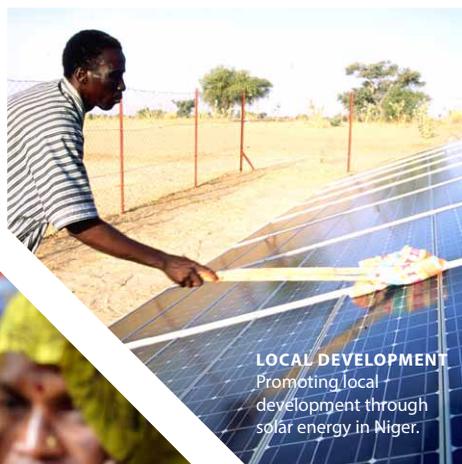
But there are grounds for optimism. It is now possible to eradicate extreme poverty, halt and reverse growing inequalities and achieve universal access to basic services, bringing everyone above a minimum threshold of well-being. With more countries moving towards democratic political systems and responding to growing public demand, the room for voice and participation can expand now to an extent unthinkable before. At the same time, new knowledge and experiences are making it possible to pursue economic growth, environmental sustainability and social equity simultaneously. Making the most of this momentum, while putting in place measures to mitigate risk and prevent loss of gains made when a crisis strikes, will be a major task of development in coming decades. Success will depend on finding ways of fighting poverty and inequality, deepening inclusion and reducing conflict, without inflicting irreversible damage on environmental systems, including the climate.

This challenges us to rethink development. Sustainable development (SD) offers a way forward. As described in the Outcome Document of the United Nations Conference on Sustainable Development ('Rio+20'), '...poverty eradication, changing unsustainable and promoting sustainable patterns of consumption and production and protecting and managing the natural resource base of economic and social development are the overarching objectives of and essential requirements for sustainable development,' (General Assembly resolution 66/288, annex, para. 4). SD is complemented and reinforced by the concept of human development (HD), which focuses on the process of enlarging people's choices, looking both at the formation of human capabilities and the use people make of their acquired capabilities¹.

¹ UNDP Human Development Report, 1990.

Another part of the response lies in a United Nations development system (UNDS) equipped to help programme countries address new realities.

There are valuable system-wide assets to build on such as universality, legitimacy, a strong normative foundation, and an unparalleled worldwide presence. UNDP itself has particular strengths. These include an up-to-date intellectual outlook, a proven ability to influence policy and build capacity, and a long-standing role as a trusted partner working across sectors and with multiple stakeholders, often on sensitive issues. A large country network and a core coordination function within the UNDS reinforce UNDP's strengths. These strengths have not kept pace, however, with changing demands due to some key gaps in skills, diminished speed of action, rising costs and declining core funding. If we are to remain valued and effective in a dynamic world, then UNDP must rebuild its strengths and funding. More change in the organization will be needed to help programme countries achieve stronger results either through UNDP-specific action or through partnerships with others, from the global through to the local level. We must aim for a sharper focus that makes sense to programme countries and donors alike. The outcome of continuing change must be higher quality advice, more effective and efficient operations, and a more knowledge-driven, innovative and open institution. In making these changes, we must build upon our legislative foundations.



LOCAL DEVELOPMENT
Promoting local development through solar energy in Niger.



WOMEN NEED MORE LEADERSHIP OPPORTUNITIES

In India, as a result of intensive, tailor-made training provided to her and other elected women representatives, Somwati Bai is now able to effectively lead meetings and address questions ranging from entitlements under various government schemes to access to basic amenities.

NEED FOR STRONGER FOCUS ON YOUTH IN DEVELOPMENT
Seeking to alter the long-held view that young Cambodians are too young and not yet ready to take on greater social responsibilities. A television drama, TV and radio talk shows and online platforms encourage young Cambodians to learn, debate and share experiences on civic participation, through an initiative funded by UNDP and produced by BBC Media Action.



The Quadrennial Comprehensive Policy Review (QCPR)² offers a clear direction to the UNDS.

It identifies five key development issues: poverty eradication as the greatest global challenge, sustainable development, gender equality and women's empowerment, transitions from relief to development, and resilience, the latter two being particularly relevant in disaster and post-conflict settings. The QCPR also draws attention to several other issues: capacity development as a core function of the UNDS; the need to mainstream South-South and triangular cooperation; the value of continuous improvements in Delivering as one (DaO), where this has been adopted by countries; and better cooperation on regional issues. The resolution also emphasizes that the '...resident coordinator system, while managed by the United Nations Development Programme, is owned by the United Nations development system as a whole and that its functioning should be collegial and mutually accountable within that system,' (General Assembly resolution 67/226, para. 122). On financing, the QCPR stresses the importance of core resources while noting the significance of non-core resources. Furthermore, it requests a definition of 'critical mass of resources' by the end of 2013 and implementation of full cost recovery in 2014. This Strategic Plan shows how UNDP proposes to contribute to the priorities set in the QCPR, within the broader setting of the UNDS.



UNDP STRENGTHS

- up-to-date intellectual outlook
- ability to influence policy and build capacity
- long-standing role as a trusted partner working across sectors and with multiple stakeholders
- a large country network and a core coordination function within the UNDS



UNDP CHALLENGES

- gaps in skills
- diminished speed of action
- rising costs
- declining core funding

² General Assembly resolution 67/226, 2013.



Another part of the response lies in a United Nations development system (UNDS) equipped to help programme countries address new realities.

In addition to the QCPR, important guidance comes from the Outcome Document of 'Rio+20' where Heads of State and Government clarified the objectives and requirements for SD and set out guiding principles for green economy policies (resolution 66/288, annex, paras. 56 and 58). Additional policy guidance is available from a number of other United Nations international conferences. These include the Istanbul Programme of Action for the Least Developed Countries (LDCs): 2011–20 and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States (SIDS).

OUR OVERARCHING

Vision, Outcomes & Approach

2

An abstract graphic design featuring a dark blue background. A large teal triangle is positioned on the left side. The bottom right corner is filled with a dense, colorful pattern of small triangles and squares in shades of yellow, orange, red, purple, blue, and green. The overall aesthetic is modern and geometric.



OUR VISION

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

With the changing world as the backdrop, and building on our core strengths, our vision is focused on making the next big breakthrough in development: to help countries achieve the simultaneous eradication of poverty and significant reduction of inequalities and exclusion.

This is a vision within reach, with the eradication of **extreme poverty** and major reductions in **overall poverty** feasible within a generation. It should be possible as well to make significant inroads against income and non-income measures of inequality and exclusion within this time frame.

This ambitious vision will require an institution that meets benchmarks for organizational effectiveness that match or exceed the highest standards set in its peer community. It will also demand that we organize our work around a focused set of **outcomes**. These outcomes will support the priorities and needs of each country and region, and capture the development changes UNDP will contribute towards directly, significantly and verifiably during the course of the Strategic Plan. In so doing, we will align our approach to results with other United Nations agencies.



Our proposed outcomes are:

1. Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded;
2. Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance;
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;

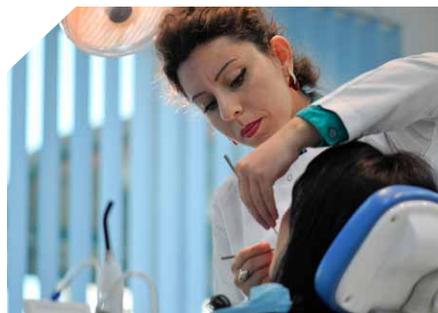
DAIRY MEANS BUSINESS

Pushpa Maurya is the Director of Dairy Producers at the Swayam Ksheer Milk Producers Association. She is now the leader of 9000 women from 46 villages who supply milk.

Outcomes will support the priorities and needs of each country and region, and capture the development changes UNDP will contribute towards directly, significantly and verifiably.

MITIGATING CONFLICT

UNDP works to address armed violence as a way to build durable foundations for sustainable development.

**EMPOWERING WOMEN**

Supporting small business ventures in Macedonia.

5. Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change;
6. Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings;
7. Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles.

CHALLENGING TRADITIONAL GENDER ROLES
Women working in work shop in the Dominican Republic.



All outcomes will be pursued using engagement our approach to development and for which we

In line with our outcomes, UNDP's development activities will place particular emphasis on specific population groups, determined country-by-country. These are:



Those **living in poverty**, defined by both relative and absolute measures, using the international US\$ 1.25 PPP/day poverty line, the multidimensional poverty index (MPI), and national poverty lines³; and



Those groups that are **experiencing the greatest inequalities and exclusion** in terms of access to opportunities and achievement of outcomes, as captured in human development indices, especially women, female-headed households and youth.

In addition, the geographic spread of our work will take into account how the population is distributed across urban, peri-urban and rural areas.

All outcomes will be pursued using engagement principles that reflect our approach to development and for which we will be accountable. This means:

- ➔ Being guided by **national ownership and capacity** with programme countries making decisions on how best to meet their people's aspirations and with UNDP helping to develop the policies, leadership skills, partnering abilities and institutional capabilities that can sustain results over time;
- ➔ Recognizing the **intrinsic value of the body of economic, political, social, civil and cultural rights established by the United Nations** that are pursued through the human rights-based and other approaches, as well as other commitments made through multilateral agreements;
- ➔ Utilizing **sustainable human development** to guide our contributions, understanding the concept to mean the process of enlarging people's choices by expanding their capabilities and opportunities in ways that are sustainable from the economic, social and environmental standpoints, benefiting the present without compromising the future⁴;

³ The US\$ 1.25 PPP/day line is currently in use by the United Nations for monitoring MDG1, to allow comparisons across countries and to produce estimates of poverty at the aggregate level. The United Nations recommends that, for monitoring country poverty trends, indicators based on national poverty lines should be used, where available (Handbook on Monitoring Indicators for the Millennium Development Goals, United Nations, 2003 and 2008 Update).

⁴ Sustainable human development combines the idea of human development, as set out in successive Human Development Reports, with the concept of sustainability, as defined most recently in the Outcome Document of Rio+20.

principles that reflect will be accountable.

- ➔ Reflecting the pivotal significance of **gender equality and women's empowerment**, understanding that sustainable human development will not be fully achieved unless women and girls are able to contribute on an equal basis with men and boys to their societies;
- ➔ Ensuring **participation and voice** in pursuit of equitable access to development opportunities and gains across the population, working with the poor and other excluded groups, whether women, youth, indigenous peoples or the disabled, as agents of their own development;
- ➔ Advancing **South-South and triangular cooperation**, in line with their own principles⁵, utilizing our institutional capacities and resources;
- ➔ Assisting countries to play an **active role as global citizens**, by connecting them better to global processes and enabling them to internalize global agendas and agreements in their own plans, policies and actions; and
- ➔ Adhering to **universality**, offering all programme countries access to the services of UNDP and, through the effective exercise of UNDP's coordination function, to those of the UNDS.



⁵ Key references are the Nairobi Declaration on South-South Cooperation (General Assembly resolution 64/222 of 2009) and the Buenos Aires Plan of Action for Promoting and Implementing Technical Cooperation among Developing Countries (1978).

Redesigning

OUR MAIN AREAS OF

Development Work



3

UNDP's institutional character and core strengths shape the choices we have made about our work in the future. UNDP is neither a development bank nor a charity, nor is it a specialized agency or a non-governmental organization. We are one of the few multilateral development agencies working holistically across sectors and across the world, operating at the heart of the UNDS as manager of the Resident Coordinator System and Chair of the United Nations Development Group (UNDG).

We are:

- Recognized as being **neutral**, able to act as an impartial facilitator of dialogue and cooperation on important development issues;
- **Trusted** due to long-standing relationships at the country level, maintained through good times and bad;
- Able to draw on **knowledge and expertise gained in all development settings**, thus, able to grasp and respond flexibly to common concerns and important differences between countries and regions;
- Geared to **address development issues as they actually exist** — complex, multi-dimensional and often unique to each society;
- Acknowledged as a **partner who can advise on the 'big' issues** of economic and social transformation, environmental sustainability and democratic governance, as well as help develop the plans and capacities to deliver on them;
- Seen widely as having a **strong operational capability**, deployable in widely varying conditions; and
- Positioned to tap the assets of the **UNDS** to support countries in their development efforts.



UNDP POSTER SERIES 2012
Assisting coastal communities in Bangladesh to be more resilient and secure against floods through improved local infrastructure and disaster risk reduction strategies.

With our support... more than 500,000 people on Bangladesh's coast are better secured against floods through improved local infrastructure and disaster risk reduction strategies.

**EMPOWERED LIVES.
RESILIENT NATIONS.**



While keeping these strengths in mind, we recognize that the outcomes we propose to contribute towards are not independent of each other, nor can they be achieved by any single actor or set of policy tools. We cannot provide timely and quality expertise on everything — nor would this be appropriate. We must choose. Bearing that in mind, UNDP proposes to concentrate on three substantive areas of work, each of which, when applied together, will contribute to a number of the proposed outcomes.

Our areas of work will focus on:

1. How to adopt sustainable development pathways;
2. How to build and/or strengthen inclusive and effective democratic governance;
3. How to build resilience.

The proposed vision, outcomes and areas of work are relevant for all programme countries — least developed, SIDS, low income and middle income — in different combinations, in different situations, and with varying degrees of emphasis. They present a global offer from UNDP that will be tailored to each national setting in agreement with the programme country itself. The proposed vision, outcomes and areas of work are also equally relevant for the work of UNDP at the global and regional levels, helping us to serve as a 'bridge' between actions at all levels, especially as development challenges increasingly demand effective management of resources and risks across frontiers. In addition, they enable us to adopt an issues- rather than practice-based approach to development needs and priorities, allowing us to achieve more than is possible within existing organizational arrangements.

Area of Work 1

Sustainable Development Pathways



We will assist programme countries to design and implement development pathways that can tackle the connected issues of poverty, inequality and exclusion while transforming productive capacities, avoiding the irreversible depletion of social and natural capital and lowering risks arising from shocks. Our aim will be to help improve the resource endowments of the poor⁶ and boost their prospects for employment and livelihoods⁷. We will do so in a disciplined way, building on the most promising parts of our current portfolio and offering strong connections to issues of environmental sustainability, governance and resilience. This will demand thought leadership, advice on 'big picture' reforms, capacity-building, action to boost employment and livelihoods and greater attention to effective risk management.

ANALYSIS AND ADVOCACY

Thought leadership and advocacy to advance the global development agenda.

Better measurement and monitoring of development conditions and poverty will be critical to understanding the issues, taking account of differences by gender, income, location and other non-income characteristics. Improved data, disaggregated appropriately, will enable policy analysis — including application of gender analysis, assessment of climate change impacts and, where appropriate, analysis for conflict prevention — focused on the convergence between poverty, social equity, environmental and governance issues. Attention will also be given to issues with wide-ranging social and economic impacts such as HIV and AIDS. With more than two years left until the deadline of 2015, effort will continue on the roll-out and implementation of the MDGs Acceleration Framework (MAF). UNDP will also prioritize collaboration within and outside the United Nations system — for instance, with the international financial institutions (IFIs) — on the post-2015 agenda and sustainable development goals (SDGs). Once agreed, the latter will become the primary points of reference for UNDP's thought leadership and advocacy work moving forward so that we can continue to be a leading voice in the development debate at all levels.

⁶ These include access to services (such as finance); knowledge, skills and production technologies; secure title to land; and the ability to sustainably utilize natural resources that are vital for both survival *and* exit from poverty.

⁷ 'Livelihoods' focuses on how people bring together their assets (e.g. land), capabilities (e.g. education and skills) and activities to support themselves and their families. This can either be done by working for themselves or working for someone else (e.g. through 'jobs' or paid employment). For the purposes of the Strategic Plan, UNDP will use the term 'employment and livelihoods' in order to accurately convey this larger and more representative view.



DEVELOPMENT PLANNING AND POLICY REFORMS

National development planning and policy reforms to transform productive capacities. This will mean using policy analysis to identify potential 'big picture' reforms to expand and diversify the productive base and increase value added, so that employment can be generated and livelihoods created while tackling unsustainable patterns of production and consumption. Advisory work will tap into analysis and options that utilize UNDP's particular strengths: an explicit focus on poverty eradication, medium- to long-term perspectives across sectors bringing together economic, environmental, social and governance issues, and sensitivity to the capacity requirements for transformational change. This will be complemented by strengthening of country skills and institutional capacity to design, monitor, coordinate and implement national vision documents and development plans as well as associated policy reforms, including for green economy policies, where requested; identification of options for expanding investment for structural transformation through innovative approaches to public-private partnerships and increased domestic resource mobilization; and utilization of South-South and triangular cooperation, in particular, to share knowledge on policy and institutional issues, build skills, transfer/exchange and adapt technologies, and potentially attract investment or financing from public, private and other non-state sources.

Our aim will be to help improve the resource endowments of the poor and boost their prospects for employment and livelihoods.



INCLUSIVE DEVELOPMENT
Championing rights of people with disabilities in Ukraine.



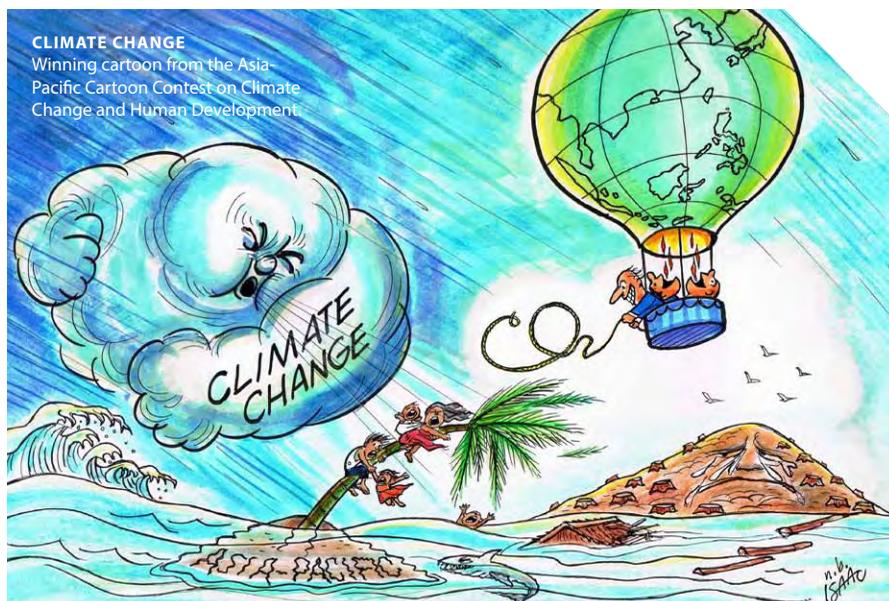
Planning at sub-national levels to help connect national priorities with action on the ground, taking account of differentiated needs within and across rural, peri-urban and urban areas. Efforts here will assist with ways to engage citizens, especially women and youth, on sustainability issues; develop and/or harmonize local regulations and laws/by-laws on environmental management; identify options for addressing issues such as safeguards to reduce social and environmental impacts, benefit sharing from biodiversity, incentives to conserve and sustainably utilize biodiversity, and ways to develop and sustainably manage ecosystem services; and, more broadly, grow markets for sustainable products and services benefiting the poor. Innovation will support this through partnerships and catalytic funding that bring together communities, the private sector, foundations and civil society. Coordination of action and monitoring of performance across multiple local government areas will help improve chances of success, for instance, in rapidly expanding metropolitan areas with large rural 'catchments'. Emphasis will be placed throughout on finding ways of expanding employment and livelihoods.

SCALABLE INITIATIVES ON SUSTAINABLE PRODUCTIVE CAPACITIES

Effective maintenance and protection of natural capital. Work will focus on conservation and sustainable use of natural resources and biodiversity as well as creation of employment and livelihoods, for instance, through management and rehabilitation of ecosystem services, from the sub-national to the national level, including protected, indigenous and community conserved areas. Other possibilities will be assistance for integrated water resources management and efficient use of water, efforts to protect and restore the health, productivity and resilience of oceans and marine ecosystems, sustainable land management and restoration of degraded land, and management of chemicals and waste. An underlying objective will be to test and scale-up public-private initiatives that can increase employment and livelihoods opportunities using production technologies that are sustainable and markets that are inclusive.

Sustainable access to energy and improved energy efficiency. The focus will be on policy, legal and regulatory frameworks as well as institutional capacities that can lower investment risks, broaden and deepen markets, and strengthen private- and public-sector capacities to expand investment and increase access to sustainable energy at the national and sub-national levels. This could create better conditions to find and scale-up inclusive market-based solutions to achieving universal, affordable and clean energy access, especially to off-grid sources of renewable energy. Action





on energy efficiency could also become more possible, at the household level and in specific sectors of the economy, through improved standards, technologies and financial incentives. Emphasis will be placed throughout on findings ways of expanding employment and livelihoods as energy services develop progressively.

EFFECTIVE RISK MANAGEMENT

Planning, policy frameworks and institutional capacities to substantially reinforce action on climate change. Actions will help with integrating low-emission, climate-resilient objectives into national and sectoral development plans and identifying priority mitigation and/or adaptation measures; reforms that reduce financial risk and offer improved incentives for adaptation and mitigation responses that can work over the medium to long term; implementation of measures to reduce vulnerability and increase adaptive capacity across affected sectors; and development of capacities to access (including through direct access), deliver, monitor, report on and verify the use of climate finances.

Assessment of key economic, social and environmental risks to the poor and excluded, not least the likelihood and effects of shocks from any of these sources, and possible responses. This will mean assisting countries to look at options and test scalable innovations across a number of issues: phased progress towards universal access to social protection, more transparent and lower cost delivery systems, improved targeting of non-universal benefits schemes, and better feedback from citizens on the coverage, quality and cost of services.

**SUSTAINABILITY EDUCATION**

Croatia —Project “Solar Sunflowers” educates school children about renewable energy sources through the installation of small solar photovoltaic (PV) systems.





Area of Work 2

Inclusive and Effective Democratic Governance



We will assist countries to maintain or secure peaceful and democratic governance, either when faced with large-scale changes or confronting specific challenges such as reforming constitutions, organizing credible elections or strengthening parliaments. We will also help governance institutions adapt to changing public expectations and deliver clear benefits to citizens, whether in terms of better services, improved access to resources needed for employment and livelihoods or greater security of persons and property. In designing our work, we will bring together our ability to advocate, advise, promote dialogue, achieve consensus and build institutions. We will also pay attention to the strong connections that exist between democratic governance and progress towards sustainable development pathways and resilience.

ENABLING MAJOR GOVERNANCE PROCESSES

Context-specific responses to foster agreement among stakeholders and support peaceful governance processes that advance shared national goals. A key element will be assistance for constitutional reform and democratic electoral processes (incorporating the electoral cycle approach) to systematically target key factors contributing to economic, social and political exclusion and disempowerment, with particular attention to opportunities for the active engagement of women as voters, candidates and leaders. This will be enabled by efforts to foster impartial 'spaces' for dialogue, agreement, coordination and action across organized groups and interests – such as political parties, trade unions, women's and youth groups, among others – on major economic, social and governance reforms, reconciliation, and peace-building. Promotion of economic, political, social, civil and cultural rights will reinforce these efforts by reducing discrimination and violence against women, girls and minorities (including people affected by HIV and AIDS (PLHIV)) and encouraging their full participation in governance processes.

GOVERNANCE STRENGTHENING AND INNOVATION

Policies and capacities to foster more accountable and open governance in state institutions and in society. Strengthening of legislatures will help them perform their core functions, building on updated internal systems for managing legislative work, stronger skills among legislators and their staff, and systematic outreach, consultation and hearings to tap technical expertise and hear citizen perspectives.

A vibrant, responsible and capable civil society could reinforce these changes and contribute more broadly to development. This will be enabled by the design of appropriate policy, legal and regulatory frameworks, testing and adoption of ideas for better governance within civil society itself, formation and/or strengthening of civil society networks and coalitions that can work on development issues, and constructive dialogue and partnering with government, the private sector and other non-state actors. This will help create an enabling environment for all social partners to grow in strength and contribute to a greater extent towards national development.

We will assist countries to maintain or secure peaceful and democratic governance.



WOMEN INVOLVED IN GOVERNANCE

In Libya, Television announcer and political candidate, Zainab AlZaidi (right), poses with a constituent after voting.



We will also pay attention to the strong connections that exist between democratic governance and progress towards sustainable development pathways and resilience.

These changes will benefit, in turn, from greater innovation in governance to adapt to changing conditions and public expectations. This will involve developing leadership and management skills to deal with increasingly complex development issues, more open and transparent governance based on better access to information, adoption of 'whole-of-government' and 'whole-of-society' initiatives, application of new technologies, and significantly greater presence and effectiveness of women and youth in leadership and management roles within and outside government.

Increased integrity in public institutions, at the national and sub-national levels, will be critical in underpinning improved governance, especially as countries mobilize a growing share of their development expenditure from domestic resources. This will be advanced through assistance for the roll-out of standards, systems and incentives for the reduction of corruption, and strengthened legislative and public awareness and oversight.

Policies and capacities for more effective governance to bring greater development benefits to citizens and increase their confidence and trust in public institutions. Strengthening of local governance will be key as it is the level closest to citizens, especially to secure more equitable access to services for the poor and other excluded groups such as PLHIV, the disabled and victims of human trafficking. This will be pursued through improvements in the overall framework of functions and financing and development of capacities at sub-national levels to meet assigned responsibilities. Assistance will embrace reform of policy, legislative and fiscal frameworks for deconcentration and decentralization, stronger planning, management and monitoring capacities for service delivery across sectors in both urban and rural areas, testing and replication of options for universal access to services based on principles of sustainability and non-discrimination, and new models of citizen engagement and voice.

Another critical aspect of well-being will be addressed by **reinforcing the rule of law and citizen security** based on reform of legal systems to deal with discrimination, for example, women's rights to legal identity, ownership of property, inheritance and equal pay for equal effort, and the rights of PLHIV. A complementary focus will be on

GOVERNANCE ON ALL LEVELS

In Guinea, supporting socio-economic development at regional and local levels, while improving the capacities of municipalities to deliver regional public services.



GAINING ACCESS THROUGH IDENTIFICATION

In Burundi, fingerprinting of each ID card recipient ensures there is no duplication. Identity cards empower Burundians to benefit from the rights and responsibilities of being recognized citizens.



locally appropriate solutions to emerging issues such as environmental and electoral justice. Overall progress will depend, however, on parallel reform and development of security sector institutions. UNDP support will target improved service delivery, measures to ensure respect for citizen rights as enshrined in national and local laws, stronger civilian oversight, and faster progress in reducing gender-based violence. Efforts to improve community self-organization, participation and policing for reduction of crime and anti-social behaviours and attitudes will considerably improve prospects for success on citizen security.

Citizen well-being will depend as well on improving access to natural resources essential for employment and livelihoods. In line with national priorities, integrating sustainable land, water and forest management, as well as measures related to conservation and sustainable use of biodiversity, into the mainstream of development policy and decision-making will be vital. Another important aspect will be assisting with the reform of legal and regulatory frameworks so that the poor, indigenous populations and local communities can have secure access to natural resources (including land, water and forests) as well as to ensure that benefits arising from the sustainable use of biodiversity and ecosystem services can be shared in a fair and equitable way, consistent with international instruments and national legislation.

A closely related issue, of direct consequence to the poor and more broadly for national development, will be the strengthening of policy, legal and regulatory frameworks for the management of extractive industries. The emphasis will be on environmental and social sustainability measures, options for revenue-sharing, management and transparency, local level conflict prevention and resolution, and partnerships with the private sector, civil society, foundations and other stakeholders to improve adherence to national and international environmental and social standards.



FAIR ELECTIONS

Staff members at a polling centre seal ballot boxes at the end of the second day of voting in South Sudan's referendum on independence.



Area of Work 3

Resilience-building⁸



All areas of work proposed in this Strategic Plan will help build resilience whether, for instance, through greater employment and livelihoods, more equitable access to resources, better protection against economic and environmental shocks, peaceful settlement of disputes or progress towards democratic governance. These are elements that help build bridges between humanitarian, peacebuilding and longer-term development efforts, to reduce risks, prevent crises (whether from man-made or natural causes), avert major development setbacks and promote human security⁹. In this particular area of work, we will focus on two additional issues that are absolutely crucial going forward: rapid and effective recovery from conflict-induced crises in those cases where prevention has fallen short; and a much stronger ability to prepare for and deal with the consequences of natural disasters, especially as they are exacerbated by climate change. The inclusion of these two issues within the same area of work reflects primarily the unifying theme of recovery from a range of crises. It does not imply that conflict and natural disasters are necessarily connected. This may happen, but only in specific cases.



⁸ 'Resilience' is an inherent as well as acquired condition achieved by managing risks over time at individual, household, community and societal levels in ways that minimize costs, build capacity to manage and sustain development momentum, and maximize transformative potential. 'Risks' are factors of a magnitude and intensity able to both disrupt development progress and inflict significant direct and indirect costs.

⁹ As set out in General Assembly resolution 66/290 on the 'Follow-up to paragraph 143 on human security of the 2005 World Summit Outcome,' adopted on 25 October 2012.

All areas of work proposed in this Strategic Plan will help build resilience.

PEACEBUILDING AND STATE-BUILDING IN POST-CONFLICT AND TRANSITION SETTINGS

Early economic revitalization to help create improved conditions for stability and sustainability. This will demand, on the one hand, assistance for better planning and coordination of early recovery and transition, ensuring that local planning processes are inclusive of and accountable to displaced populations, women and other excluded groups. Post-conflict recovery plans and programmes will build-in stronger links between conflict and natural disasters, where appropriate, and take into account employment and livelihoods recovery analysis. On the other hand, progress on the ground will rely upon measures for early local economic recovery, employment and livelihoods stabilisation and creation, reintegration (particularly of IDPs and returning refugees) and restoration of basic infrastructure at local level (such as community infrastructure rehabilitation and debris management).

Peaceful resolution of disputes to stabilize volatile conditions based on broadly accepted institutions, mechanisms, and 'insider mediation' capacities at the national and sub-national levels. The aim will be to address a range of disputes, including those recurring due to contested access to resources, political differences, concerns over exclusion, and shortfalls in the follow-through on peace agreements.



HUMAN CONNECTIONS
Family rejoins during conflict in Libya.

State-building to improve capacities, accountability, responsiveness and legitimacy. To succeed, actions will have to cover a broad front of work. Of great significance early on will be support to dialogue processes so that national stakeholders can reach agreement on major governance and economic reforms. Assistance for the conduct of peaceful, fair and transparent electoral processes using an electoral cycle approach will be another essential element at this stage. Significant emphasis will be directed as well towards longer-term efforts to deepen the core functions of democratic governance. Key issues will be legislative oversight, transparency of public accounts, improvements in public administration, and reinforcement of local governments to deliver basic services, working with the non-governmental and private sectors. Critical complementary support will address justice and security sector institutions focusing on rapid restoration of access to justice and the rule of law, transitional justice measures, and longer-term recovery of justice and security sector institutions. Concerted efforts to tackle gender-based violence will be a concern throughout.

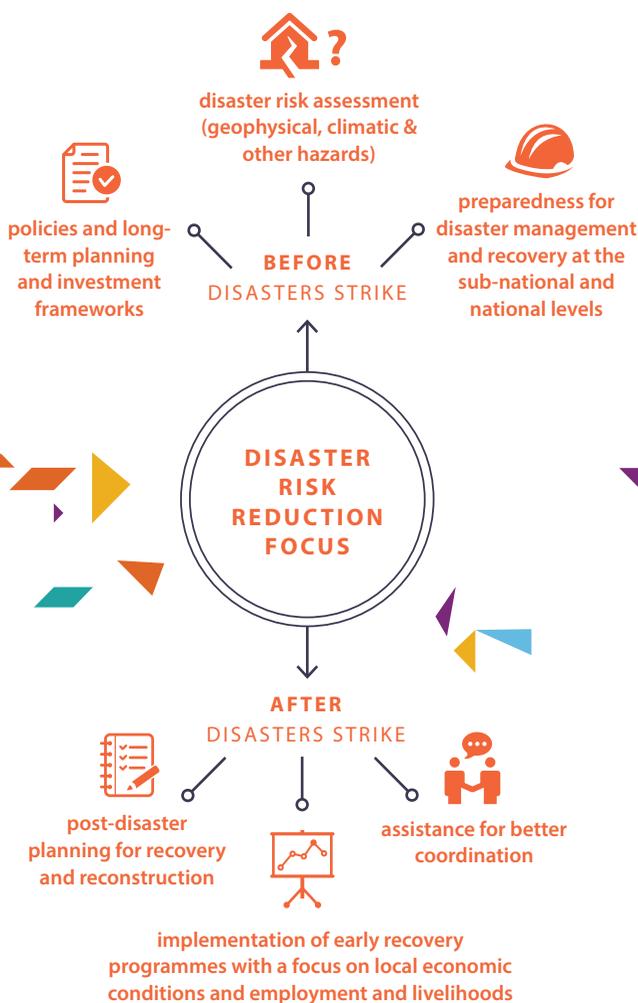
DISASTER RISK REDUCTION (DRR), PREPAREDNESS, RESPONSE AND RECOVERY

Data, policies and capacities for comprehensive country level (and subregional and regional) action on natural disasters, to minimize adverse development impacts and accelerate rebuilding. A major focus will be on what happens before disasters strike. This will include support across a range of issues: disaster risk assessment looking, for example, at geophysical, weather/climatic and other hazards, including those that are low intensity but high frequency, as well as differentiated vulnerabilities by social and economic groups such as women, female-headed



REDUCING LIKELIHOOD OF DISASTERS

In the Kingdom of Bhutan, supporting the Government and its people to harness Himalayan meltwater through hydroelectric dams, construction to avert glacial flooding and to install early warning systems along rivers to protect and prepare its citizens and local towns for future glacial floods.



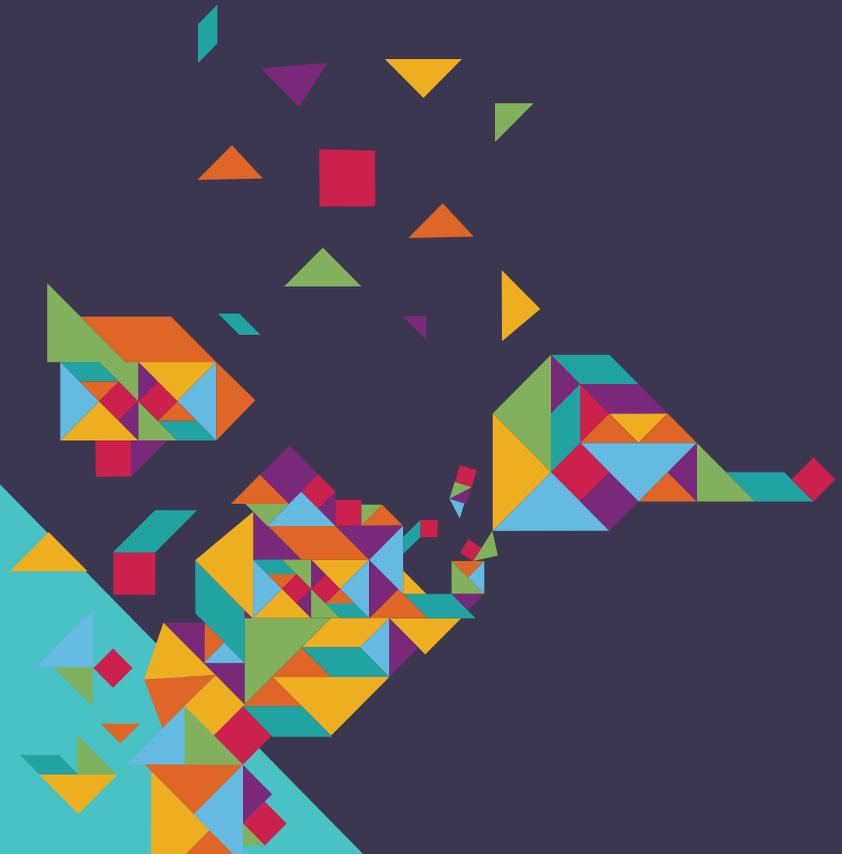
households and populations located in the poorest regions; policies and long-term planning and investment frameworks that are disaster risk-sensitive, integrate disaster risk reduction with adaptation to climate change and address differentiated social and economic impacts; and preparedness for disaster management and recovery at the sub-national and national levels, including innovation to manage risks through insurance and resilient infrastructure.

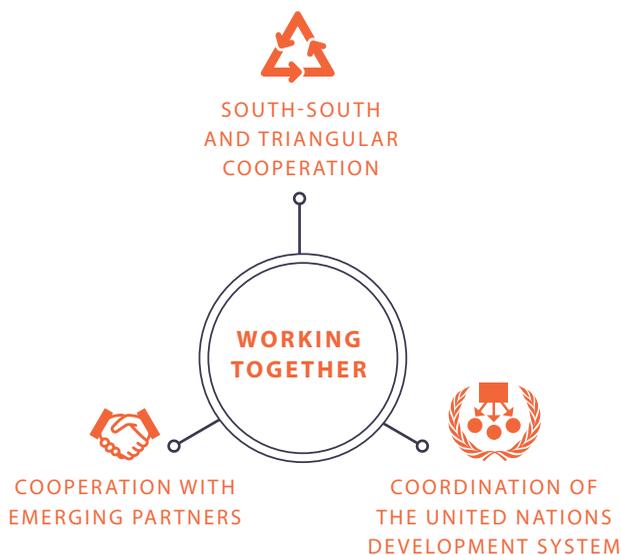
The other major focus will be on what happens after disasters strike. This will address post-disaster planning for recovery and preparation of recovery and reconstruction plans and programmes that are inclusive of and accountable to displaced populations, women and other excluded groups. This will be reinforced through assistance for better coordination and implementation of early recovery programmes with a focus on local economic conditions and employment and livelihoods, addressing the needs of groups in danger of exclusion especially but not only women and female-headed households.

REVITALIZING

South-South Cooperation, Partnerships & Coordination

4





A stronger and more focused UNDP cannot, on its own, achieve the outcomes proposed in the Strategic Plan. Partnerships and coordination of effort will be essential. To this end, we will address three major areas:

1. Increased scale and effectiveness of UNDP's engagement with South-South and triangular cooperation;
2. Deeper cooperation with emerging partners on shared development priorities;
3. A UNDS strongly positioned in a changing world, reflecting United Nations values and norms, and responding effectively to country demand.

We understand as well the importance of substantially expanding and improving the scope, quality and outcome of our collaboration with civil society, foundations and the private sector. As an important step in this effort, we have incorporated specific and substantive opportunities for partnership directly into our areas of work.

SOUTH-SOUTH AND TRIANGULAR COOPERATION

UNDP proposes to make South-South and triangular cooperation core ways of working in its programmes and operations at the global, regional and country levels, based on their guiding principles and without substituting other partnership options.

Our focus will be on sustaining and expanding South-South and triangular cooperation that maximizes mutual benefits. To this end, UNDP will aim to lower economic and non-economic barriers to more transparent, efficient and effective exchange that engages both countries and non-state entities. This will target three areas: first, knowledge on what has worked and what hasn't together with information on who is involved and what they can offer; second, enabling harmonization of policies, legal frameworks and regulations to increase opportunities for South-South exchanges; and, third, strategic funding and technical cooperation from a variety of sources, to build the capacity of programme countries to implement South-South cooperation, manage the 'start-up' costs of collaboration and finance the scaling-up of promising ideas.

Our role will be that of a knowledge broker, builder of capacities and facilitator of exchanges driven primarily by programme countries themselves, working with other interested stakeholders including Governments from the Organization of Economic Cooperation and Development and non-state entities.

Consistent with the proposed focus and role, we will tackle **two major functions**. First, by hosting the United Nations Office for South-South Cooperation (UNOSSC), **strengthen support for system-wide coordination and action**, under the guidance of the High Level Committee. This will be underpinned by a UNOSSC better able to collect, analyse and provide access to data on the 'who, what and where' of South-

TARGET AREAS



Knowledge on what has worked and what hasn't



Enabling harmonization of policies, legal frameworks and regulations



Strategic funding and technical cooperation from a variety of sources

LOCAL TO GLOBAL

In Lebanon, the “Nijmet Al Sobeh” cooperative, run by 20 women, produces all types of jam and Lebanese “Mouneh” or stocks of food for winter days. The cooperative has outlets to local, regional, European and American markets.



UNDP proposes to make South-South and triangular cooperation core ways of working in its programmes and operations.

South and triangular cooperation. This will also help with another area of greater effort by UNOSSC in the future: outreach, dialogue and consensus-building across a wide range of stakeholders. In addition, UNOSSC will continue to support its existing major platforms designed for this purpose. Second, **utilize UNDP’s country and programmatic reach and resources to provide a global operational arm for South-South and triangular cooperation** that will also be accessible to other members of the UNDS.

To translate this approach into action, we will make comprehensive changes to our **operational approach**. We will support expanded policy research, develop a dedicated project modality that can accommodate both financial and in-kind contributions as well as ensure sustainable results, and deepen our engagement with emerging partners. We will also promote cross-country work with sister agencies and regional economic commissions (RECs), actively use regional programmes for ‘neighbourhood’ initiatives, encourage staff exchanges and improve monitoring and reporting.

INTERNATIONAL TRAINING OPPORTUNITIES

Abudlla Essa Mussa, an orthopaedic technician in Iraq, adjusts the balancing mechanism on a prosthetic device. Abudlla was trained by both international and national ortho-prosthetic experts and has been helping landmine victims for 11 years.



Significant potential exists for mutually beneficial cooperation on important global and regional development issues.

COOPERATION WITH EMERGING PARTNERS

We recognize the growing role of emerging partners as well as the significant potential that exists for mutually beneficial cooperation on important global and regional development issues. We will, therefore, steadily improve the scope and quality of our dialogue with emerging partners, build pragmatically on the steps that have been taken already (such as partnership agreements), and offer access to the networks and capabilities of UNDP and the UNDS to advance on shared goals, tapping, among other things, the possibilities of South-South and triangular cooperation.

COORDINATION OF THE UNITED NATIONS DEVELOPMENT SYSTEM

We value our particular role and responsibilities for leadership within the UNDS, through our own efforts as well as the full and constructive engagement of other agencies and entities. We will seek to:

- ➔ **Deepen strategic thinking and, increasingly, responses** by the UNDS at the global level. In order to move in this direction, we will encourage the system to reflect regularly on critical global and regional development issues, clarify roles and responsibilities (for instance, in relation to the post-2015 agenda and SDGs), forge closer links between agency-level strategic planning processes, and develop strategic partnerships with non-United Nations entities. 'Quick wins' within 9-18 months could be targeted at the following:

GLOBAL PRESENCE

United Nations headquarters
in New York, NY.



- ✓ Practical actions to improve knowledge sharing and advance work on capacity development;
 - ✓ Consistency in results formulation and monitoring;
 - ✓ Application of common programme standards, building on the UNDG's normative and operational principles;
 - ✓ Implementation of Standard Operating Procedures (SOPs) for DaO; and
 - ✓ Continued development of common measures of programmatic and operational effectiveness to strengthen on-going assessment of system-wide impacts.
- ➔ **Focus country-level coordination more around delivery and getting development results.** United Nations country teams (UNCT) need to stay abreast of 'big picture' changes in a country's development context, partner better and be able to position the UNDS to support the country's priorities for transformational change. Adopting the SOPs mentioned above as well as progress on harmonized business processes will help. UNDP can assist through its technical work and expertise on cross-sectoral issues, drawing on non-resident agencies with relevant knowledge and skills; helping to plan more strategically by utilizing its Country Directors actively in the United Nations Development Assistance Framework (UNDAF) and Common Country Programme document processes; and offering stronger links to national and donor aid coordination arrangements. Better designed and executed Resident Coordinator/Resident Representative (RC/RR) selection, training and development programmes will underpin these measures.

- ➔ **Reinforce ground rules clarifying UNDP's role.** These ground rules will focus on distinctions and complementarities between the normative and operational functions of agencies and entities; ensure that, where there are shared interests with UNDP, we will create capacity only if agencies lack them; and advocate and use UNDP funding to 'broker' and bring specialized skills to the country level.
- ➔ **Encourage greater outward-orientation** in the work of the UNDS at the country level. This means addressing growing opportunities for innovative work with civil society organizations, the private sector, foundations, research institutions and other non-state actors.
- ➔ **Continue to strengthen the role of UNDG Regional Teams** to enable a much stronger collective response to strategic subregional and regional issues as well as offer better guidance and support to RCs and UNCTs so that they can improve the quality of programming and results at the country level.

WORKING WITH THE UNITED NATIONS CAPITAL DEVELOPMENT FUND AND UNITED NATIONS VOLUNTEERS

UNDP will rely upon UNCDF's financial mandate in specific areas of shared focus in LDCs. The main opportunities for stronger links fall into six main clusters: analysis using UNCDF's diagnostic tools; local development initiatives; inclusive financial services; energy access for the poor; local-level responses to climate change; and delivery mechanisms for social protection schemes.

With regard to UNV, there is a good 'fit' with the upstream, policy work of UNDP. UNDP considers UNV to be a key resource for community level presence, organization and action; reinforcement of social cohesion through volunteers and voluntary work; development of volunteerism in local-level service delivery; specific aspects of South-South and triangular cooperation based on exchanges of skilled people to close critical gaps; outreach through deeper use of online volunteerism; and creation of opportunities for youth in volunteering.

UNCDF and UNV will both produce strategic frameworks, under this Plan, to elaborate their results during the period 2014 – 2017.

UNITED NATIONS VOLUNTEERS
Local volunteer Nona Chakma (left) speaks with young women in Bangladesh. The UNDP-initiated partnership with the Government, communities and NGOs empowers women through skills training and development.



COORDINATION WITH THE UNITED NATIONS SECRETARIAT

UNDP coordination with United Nations Secretariat departments as well as policies remains important for the achievement of development results. Similarly, the almost universal reach of UNDP, its operational focus and its relationships of trust with national partners, also support the Secretariat's departments in the achievement of their mandates.

We will continue to work closely with the **Department of Economic and Social Affairs** on the global development agenda, building on the work being done on the post-2015 agenda. At the regional level, UNDP will coordinate closely with RECs and other regional bodies in developing approaches that respond to regional specificities and priorities.

The relationship with the **Office for the Coordination of Humanitarian Affairs** will continue to be critical in all countries facing humanitarian needs. A well-functioning relationship, utilizing UNDP's leadership of the Early Recovery Cluster, can contribute to ensuring that humanitarian, early recovery and development actions reinforce each other and go beyond relief to building long-term resilience. This will increasingly call for improved support to slow onset emergencies (particularly but not exclusively recurring emergencies). To help achieve this, and as set out in the QCPR, continuous improvement is required in RC/HC assessments, training and support so that the best equipped leaders can be selected for these assignments and enabled to do their job.

An important step forward has been taken by the Secretary-General's decision to appoint UNDP and the **Department of Peacekeeping Operations** as the Global Focal Point for Police, Justice and Corrections Areas in the Rule of Law in post-conflict and other crisis situations, in order to improve the impact and coherence of the United Nations rule of law assistance in these settings. Coordinated approaches with the **Department of Political Affairs** are crucial as well in areas such as electoral support and the prevention of armed conflict. In the latter case, this partnership will expand to include other agencies, funds and programmes.



PEACEBUILDING

IDP camp in DRC — Our goal is to improve the impact and coherence of the UN rule of law assistance in post-conflict and crisis settings.

Another critical aspect is our role as the main implementer of projects financed by the **Peacebuilding Fund** (PBF), working closely with the **Peacebuilding Support Office** (PBSO). Our efforts to clarify and strengthen our contribution to peacebuilding, which has started already and has taken shape in this Plan, should help consolidate our relationship with the PBF and PBSO.

PARTNERING WITH THE IFIS

Collaboration with the IFIs – the World Bank, regional development banks, and others – will become more important to leverage greater development returns at a time of historic opportunities and significant risks. Whether the issue is building capable institutions of development management, economic transformation, adaptation to climate change or recovery from crises, among other things, the possibilities of doing more through stronger partnerships are considerable. In order to work, partnerships will need to respect the unique characteristics, missions and responsibilities of each institution, be relatively easy to manage, and focused on delivering results for programme countries. UNDP intends to reach out systematically to the IFIs to explore the potential for closer cooperation.



Transforming Institutional Effectiveness

5

An abstract graphic design featuring a dark blue background. A large, light blue triangle is positioned in the bottom-left corner. The number '5' is written in white on this triangle. The right side of the image is filled with a dense, colorful pattern of small geometric shapes, including triangles and squares in shades of yellow, orange, red, purple, teal, and green, creating a dynamic, mosaic-like effect.



8,000

UNDP STAFF



US\$ 4.5–5 BILLION

ANNUAL OPERATING BUDGET

A clear strategic focus and stronger partnerships and coordination will be essential for delivering on the vision and outcomes in the Strategic Plan. But they will not be enough. Institutional effectiveness will need to improve as well. UNDP already has in place the most extensive network of country offices of any international development entity, and draws on a workforce of about 8,000 staff along with service contractors and UN Volunteers with a broad range of experiences and expertise. UNDP's US\$4.5 to US\$5 billion annual operation is funded primarily through non-core contributions, leveraged from a small core resource base (now less than 20 per cent of total funding).

Many improvements have been made during the previous planning period, particularly over the last two years, as we have sought to lift our performance and ensure that we are 'fit for purpose'. Remaining gaps in performance will now need to be addressed with more discipline, tenacity and openness to further innovation. Implementation of the QCPR recommendations, recent Board decisions relating to new cost recovery policies and reduction of cross-subsidization within the organization, and the directions outlined in this Plan will require ongoing, including structural, change for UNDP to deliver effectively, responsively and with greater cost efficiency.

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The breakthrough in institutional effectiveness that we seek will be achieved through three interrelated strategies to support the vision and outcomes in the Strategic Plan:

1. Higher quality programmes through better project planning, design, monitoring and evaluation, underpinned by stronger results-based management (RBM);
2. Greater organizational openness, agility and adaptability to harness knowledge, solutions and expertise; and
3. Improved management of financial and human resources in pursuit of results in a way which is sustainable within projected resource flows.

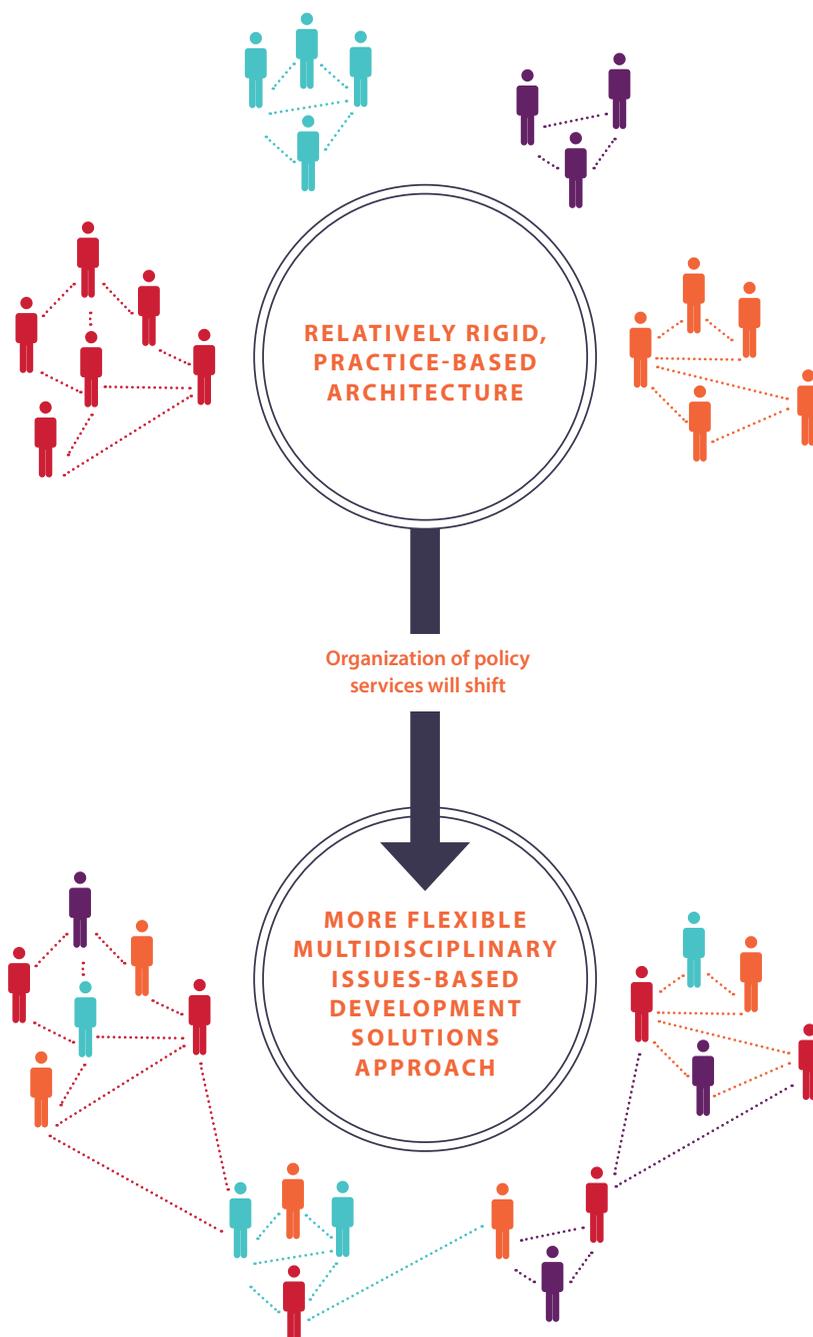
OUR APPROACH TO INSTITUTIONAL CHANGE

Our proposed approach is captured through a number of elements that, together, will be reflected in an organization that visibly and measurably supports countries to achieve their development goals, with improved effectiveness demonstrated in:

- ➔ **An organisational structure and financing arrangements which are sustainable** within projected income and provide incentives to increase both the quality and quantity of programme delivery at the country level.
- ➔ **More strategic UNDAFs (in conjunction with the rest of the UNDS) and country strategies that clearly identify UNDP's substantive contribution to country-led development efforts.** All country programmes designed under this Strategic Plan will be more tightly focused on no more than four time-bound outcomes; be underpinned by explicit theories of change; and will incorporate a robust, aligned, rigorously defined, sex-disaggregated and measurable results framework drawing on a standardized bank of SMART indicators.
- ➔ **Innovation, replication opportunities and lessons learned** will be explicitly considered in programme development, management and review so that results achieved with assistance from UNDP can be sustained over the long term. Scaling-up strategies will be an essential aspect, to ensure better coverage and impact of development innovations. Together with the emphasis on sustainable results, this will not just mean designing successful projects to operate on a larger scale but also strengthening, in parallel, national, regional and subregional policies, skills base, financing strategies and institutional capacities. In this connection, where requested, UNDP will also help countries generate, access and manage their own financing needs for sustainable human development.



- **Country offices will systematically feed information on emerging areas of country demand for UNDP services into the annual business planning process.** This will enable us to identify actions and allocate resources to deliver on identified priorities, and to pursue a shared set of results in line with the Strategic Plan.
- **Country offices will become both more diverse and more efficient, pursuing options — where it makes business sense — for clustering back office functions in service hubs in order to free up additional resources for programming.** With their Regional Bureau, each country office will have a shared view of the critical functions and capacities it needs to implement programmes effectively and a sustainable and cost-effective plan in place for doing so.
- **All UNDP-supported programmes and projects will be designed through the lens of sustainable human development.** This means, in practice, assessing whether they address the opportunities and capabilities of the poor and excluded as well as promote sustainability, thus, combining the lens of SD with HD. Programmes and projects will adhere to uniform quality standards and processes for which managers will be accountable while investment in monitoring and evaluation will help identify improvements required to achieve sustainable results. The use of data and evidence for results reporting, against established baselines, will continue to show demonstrable improvement. Portfolio management approaches will be utilized to strengthen the issues-based design and delivery of UNDP support and to better underpin value for money.
- **In designing and implementing programmes and projects, country offices will be able to draw on a ‘development solutions approach’** harnessing UNDP’s combined technical expertise to address specific development policy and programme challenges in an integrated way. Knowledge and lessons learned will be readily accessible to country offices to support high quality project design and inform policy advice.
- **Country office leaders will be trained and equipped with the tools to manage the diverse pool of talent in their teams,** setting the tone for inclusive, engaged and high performing work units.







**ALL UNDP-SUPPORTED PROGRAMMES & PROJECTS
WILL BE DESIGNED THROUGH THE LENS OF
SUSTAINABLE HUMAN DEVELOPMENT**
Highlighting the different uses of solar energy in Costa Rica.



OUR AREAS OF WORK

Area of Work 1

Higher Quality Programmes Through RBM



A systematic, organization-wide investment for **improved RBM** is under way and will be expanded in the future. It will include: the articulation of clear standards for RBM; minimum quality criteria for projects and strengthened quality assurance processes at all stages of the project cycle; a revision of the programme management cycle to improve quality, robustness and performance, while reducing time frames and administrative load; and establishment of a sustainable RBM support mechanism to work with country offices over the next two years. Regional Bureaux will play a critical role in overseeing all programme delivery and performance.

UNDP is uniquely positioned to leverage its extensive **knowledge** of the similarities and differences between countries at different stages of development, and to translate that into evidence-based insights for effective, adaptable development solutions. We will introduce systems, from the project level up, to entrench evaluation, learning and knowledge management more strongly in the organization. Building on the progress made in recent years, the quality of **evaluations** will be improved, follow-up



UNDP is uniquely positioned to leverage its extensive knowledge of the similarities and differences between countries at different stages of development, and to translate that into evidence-based insights for effective, adaptable development solutions.

management actions monitored closely and, most importantly, lessons learned fed into adjustments in design, delivery and future investments. These measures will be used to inform on-going evidence-based policy development through the Strategic Plan period, as well as adjust implementation, help capture innovations that work and sustain and scale-up successful approaches. A **Mid-Term Review of the Strategic Plan** in 2015-2016 will be essential to these efforts. An **independent evaluation of the Plan**, conducted by the Evaluation Office, will also be carried out towards the end of the planning cycle, in time to provide inputs into preparations for the successor Plan. Critical coverage of the Strategic Plan through programmatic and thematic evaluations during the period 2014 – 2017 will contribute substantively to both of these exercises.

The corporate **Annual Business Plan** and cascading unit-specific work plans will support the operationalization of the Strategic Plan and the alignment of resources to achieve the results envisaged. Better analysis of UNDP's strategic environment as well as information generated internally – whether policy, operational or evaluative - will provide the base to realign strategy and implementation on a rolling basis. Fostering innovation and assessing and actively mitigating multi-faceted risks affecting programmes and operations will also be an explicit part of our approach.

A process of continual assessment and learning will, therefore, unfold throughout the Plan cycle rather than just at its mid- or endpoint, affecting the Plan itself, country programmes and individual programmes and projects.

Area of Work 2

Making UNDP a More Open, Adaptable and Agile Institution



In the past, increased transparency and accountability were hallmarks of an open institution. Now, the speed and ease with which knowledge and expertise can pass in and out of an institution is important as well. UNDP's organizational configuration will need to become more dynamic and flexible, our talent will need to be more mobile, the skills and expertise required inside the organization will need to change in response to new development challenges, and greater collaboration both inside the organization and with partners and stakeholders will be necessary.

This Strategic Plan will require the organization to focus its **advisory capacity** further in support of better policy recommendations and stronger programmes and projects. Most important, we will need to get better at providing more integrated and programme-focused policy advice — spanning the areas of work identified in the Plan — to be more effective in helping countries respond to increasingly complex and inter-connected development challenges. The organization of policy services will, therefore, shift from a relatively rigid, practice-based architecture to a more flexible multidisciplinary issues-based development solutions approach.

We will need to ensure that we have an appropriate mix of **high quality talent** which is directly aligned with the requirements for implementation of this Strategic Plan, albeit within a smaller staffing envelope. A workforce plan with clear actions to address capacity in the critical technical areas required by this Strategic Plan is being

UNDP's organizational configuration will need to become more dynamic and flexible in response to new development challenges, and greater collaboration both inside the organization and with partners and stakeholders will be necessary.

developed, and will exploit the full talent acquisition instruments at our disposal. This will lay the foundation for an on-going business intelligence function that regularly updates workforce analytics, identifies organization-wide capacity needs and gaps, and plans for the workforce UNDP requires.

UNDP's **universal presence** is a key comparative strength but needs to be recalibrated to allow the organization to respond better and more flexibly to changing country needs. This will mean tailoring UNDP's presence to the specific needs and priorities of a country and achieving efficiencies by clustering functions and services. Analysis of the critical functions and purpose in different contexts will, thus, drive a systematic and coherent view of the different UNDP presences required in 2014 and beyond.

Continual review and adjustment of strategy will be embedded in regular business plan monitoring which provides the information needed to adjust approaches and resources, in order to stay on track to achieve results. The requirement for more rapid repositioning in the event of sudden onset crisis will be guided by the programme criticality framework that has been adopted by the UNDS. This framework enables analysis to support the United Nations system's efforts to 'stay and deliver' in high risk areas, during and immediately after a crisis, in consultation with national governments.

Area of Work 3

Improved Management of Financial and Human Resources in Pursuit of Results



This Strategic Plan will, for the first time, show a clear link between development results and the financial and human resource inputs required to deliver them. Implementation of the Strategic Plan will require substantial reliance on non-core resources. Improved management of the organization's overall resource (including people) envelope will be essential to ensure that we reach the level of performance required for the effective implementation of the Plan.

Reductions in the institutional budget are already being implemented to reflect declining core contributions in 2013. Over the next four years, UNDP will become a **leaner and more cost-effective organization**. Measures will be taken to obtain greater efficiencies in the delivery of policy and management services, so that the institutional structure appropriately matches projected funding streams and ensures the critical mass of support services required to deliver quality programmes and secure financial and legal accountability.

This Strategic Plan will, for the first time, show a clear link between development results and the financial and human resource inputs required to deliver them.

UNDP will continue to cooperate with donors and emerging partners through flexible and quality non-core funding channels and instruments. We will aim to **optimize the management of non-core funding streams** through rationalization of both the number of instruments and the management of them. Recognizing the increasing complexity of development financing, we will assist developing countries, when so requested, to generate, access, combine, sequence and manage the finance they need to progress towards sustainable human development.

UNDP is implementing the Executive Board decision to harmonize cost classifications and implement new cost recovery rates. This will improve the **transparency and consistency of development project costing**, thereby addressing a long-standing concern that core resources may have been unduly subsidising non-core activities.

UNDP will lift its **people management capabilities** with speedier recruitment and initiation programmes that support staff to become effective more quickly, ensure diversity, manage talent and deliver better succession planning for key posts. **Staff security** remains a concern in many countries in which we operate. UNDP, in conjunction with the Department of Safety and Security, will continue to prioritize measures to decrease staff vulnerability and promote business continuity.

UNDP will make better use of **information and communications technology solutions** to enhance business analytics, increase productivity, reduce transaction costs, facilitate sustainability as well as provide direct programme/project support.

UNDP is also stepping up action overall to increase the **environmental sustainability** of offices through green office measures, communications and business practices.

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United Nations Development Programme
One United Nations Plaza
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