UNDP is on the ground in 166 countries and provides core services to support national development processes which focus on:

1. Policy advice and technical support;
2. Strengthening capacity of institutions and individuals
3. Advocacy, communications, and public information;
4. Promoting and brokering dialogue; and
5. Knowledge networking and sharing of good practices.

The UNDP country offices work with governments and partners to carry out a Country Programme (CP) to tackle poverty and its causes. A Country Programme Action Plan (CPAP), covering the duration of the programme cycle (typically 5 years) is developed and signed with the Government and it forms the basis of the cooperation between UNDP and the host Government.

UNDP uses a Result Based Management approach to carry out projects. This approach accepts that development problems are complex and not confined to one particular theme or sector. Therefore, UNDP’s interventions are interdisciplinary in nature, and address problems in different sectors at the same time. UNDP activities are based on the premise that governments have the primary responsibility for the development of their countries and for establishing and leading the national development agenda. In all cases, UNDP focuses its support on the development of national capacities, which must be led by and grounded in endogenous efforts in order to be meaningful and sustainable. That is at the heart of how UNDP understands and applies the principle of national ownership.

Capacity Development

The world has just seven years left to reach the internationally-agreed Millennium Development Goals (MDGs), including the overarching goal of cutting extreme poverty in half by 2015. While additional financial resources will be essential to reaching these targets, success will ultimately hinge on how able people, organizations and societies are to transform their lives for the better.

For local authorities in the aftermath of conflict, societies struggling to meet rising food prices or states dependant on highly volatile commodity markets, effective change can be one of the hardest things to get right as the capacity to change is often limited. Without sufficient capacity like effective leadership and succession planning, aid coordination and financial management skills, a functioning civil service, a skilled labour force or an environment conducive to business countries lack the foundations on which to plan, implement and evaluate their development strategies. Capacity development works to strengthen this foundation.

If human development is the ‘what’ of UNDP’s mandate, then capacity development is essentially the ‘how’. UNDP works with national governments to identify what capacity exists in
terms of skills, knowledge, institutions and relationships. Driven by the priorities of the country in question, it looks as how to retain what is there, what can be improved upon, where the gaps are and how to fill them, so that the countries' human development strategies can move from aspiration to implementation.

**Women empowerment**

Gender equality and women's empowerment are human rights that lie at the heart of development and the achievement of the Millennium Development Goals. Despite the progress that has been made, six out of ten of world's poorest people are still women and girls, less than 16 percent of the world's parliamentarians are women, two thirds of all children shut outside the school gates are girls and, both in times of armed conflict and behind closed doors at home, women are still systematically subjected to violence. That is why UNDP integrates gender equality and women's empowerment in its four main areas of work: poverty reduction, democratic governance, crisis prevention and recovery, and environment and sustainable development.

**South-South Cooperation**

UNDP will step up efforts to mainstream South-South approaches in all focus areas by:

1. Leveraging its network of country offices in support of South-South solutions;
2. Leveraging its global reach to assist programme countries in strengthening capacities to scale up the impact of such cooperation;
3. Assisting programme countries in identifying, documenting and disseminating cutting-edge experiences in critical development areas, including through the establishment of a unified system and database of best practices;
4. Within country and regional programmes, encouraging the use of available institutional, technical and human resources in the South in meeting internationally agreed development goals, including the MDGs;
5. Supporting programme countries, at their request, in developing institutional capacities to manage, design and implement national South-South cooperation policies and initiatives effectively, including through the establishment of multi-stakeholder focal points and networks at the national, regional and interregional levels; and
6. Enhancing the coherence and coordination of United Nations system support to South-South and triangular cooperation through policy research and dialogue, broad public-private partnership engagement, and joint initiatives.

**Advocacy and reporting**

While UNDP delivers most of its services through country offices, it also engages in global and regional advocacy in its key areas of work. Advocacy should increase knowledge about development, and to improve sharing approaches that have been proved to work. In addition, advocacy is used to build partnerships and mobilize resources for development.
How does UNDP do it?

**Human Development Reports**
Global Human Development Reports, published annually since 1990, are UNDP’s flagship publication. The reports focus the global debate on key development issues, providing new measurement tools, innovative analysis and often controversial policy proposals. The reports are guided by the belief that development is ultimately a process of enlarging people’s choices, not just raising national incomes. The independent teams of experts who write the report draw on a worldwide network of leaders from academia, government and civil society who contribute data, ideas, and best practices.

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

- A long and healthy life, as measured by life expectancy at birth
- Knowledge, as measured by the adult literacy rate (with two-thirds weight) and the combined primary, secondary and tertiary gross enrolment ratio (with one-third weight)
- A decent standard of living, as measured by gross domestic product per person.

To find out more about the Human Development report please click on: http://hdr.undp.org/en/

**The Millennium Development Goals Reports**
The Millennium Development Goals Reports (MDGRs) help bring the Millennium Development Goals from the global to the national and regional levels. They show progress at a glance with the objective of helping to focus national debate on the choice of actions that need to be taken by countries to achieve the MDGs.

**Building partnerships for the MDGs**
UNDP’s support for the Millennium Development Goals (MDGs) puts partnership at the centre of all aspects of our work. Our partners include developing country governments, donors, the United Nations system, international financial institutions, the private sector, foundations and civil society organizations and regions and local authorities.

**Through support and coordination of UN agencies**
Typically, UNDP’s head at the country level, the Resident Representative, also serves as the Resident Coordinator (RC) for the entire United Nations system in a country. Resident Coordinators are the designated representatives of the UN Secretary General for development operations in a country. The Resident Coordinator system aims to bring together the different UN agencies to improve the efficiency and effectiveness of operational activities at the country level. It encompasses all organizations of the United Nations system dealing with development, regardless of their formal presence in the country.
How does UNDP do it?

The Resident Coordinator system is funded and managed by UNDP and it leads UN country teams in almost all countries. Resident Coordinators and country teams advocate the interests and mandates of the UN drawing on the support and guidance of the entire UN family. Apart from supporting the Resident Coordinator system, a UNDP country office can represent other UN agencies in the country and provide central administrative support to other UN agencies.

**The United Nations Development Assistance Framework (UNDAF)**

The UNDAF is the common strategic framework for the operational activities of the UN system at the country level. The UNDAF aims to provide a collective, coherent and integrated system response to national priorities and needs, including Poverty Reduction Strategy Programmes and other national development strategies, within the framework of the MDGs and the commitments and targets of the broader Millennium Declaration, and the international conferences, summits, conventions and human rights instruments of the UN system.

**Who are the decision makers**

The United Nations General Assembly and the Economic and Social Council establish overall policies for UNDP. UNDP’s Executive Board (www.undp.org/execbrd) provides inter-governmental support to UNDP and supervises the activities of UNDP. It ensures that UNDP is responsive to the needs of programme countries. The Executive Board consists of 36 members from as many countries. The members are chosen on a rotating basis.

**The Administrator**

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

**The UNDP Resident Representative and UN Resident Coordinator**

The senior management team in the majority of UNDP Country Offices consists of the UN Resident Coordinator/UNDP Resident Representative (RC/RR) and one Deputy Resident Representative (DRR). The Resident Representative (also called RR or Res Rep) is the Administrator’s representative at the country level, and is head of the country office. The Resident Representative is ultimately accountable for the quality and sustainability of UNDP interventions in a Country and for ensuring that all UNDP policies and procedures are fully complied with. The Resident Representative normally also serves as the Resident Coordinator (RC) for the entire United Nations system.

**The Deputy Resident Representative (DRR)**

The DRR operates under delegated authority from the RC/RR (delegated authority documented
in writing). The DRR covers a broad range of issues ranging from programme formulation to delivery, oversight of UNDP operations, and representing UNDP when the RC/RR is acting as the Coordinator of the UN system. The DRR leads strategic planning for UNDP operations, setting of management targets, and monitors services provided by UNDP to projects and programmes and other agencies. Within the framework of the UNDAF Results Matrix and the Country Programme Document and the overall guidance of the RC/RR, the DRR is responsible for strategic planning, programme formulation and creative responses to emerging complex challenges. The DRR is responsible for supervision and guidance to UNDP staff and ensuring cross-unit cooperation and coordination.

**Assistant Resident Representative (ARR)**
Under the guidance of the DRR, the Assistant Resident Representative Programme (ARR-P) acts as a manager of and advisor to Senior Management on all aspects of CO programme, manages a major programme portfolio in one (medium/large office) or more of the programme practice areas. The main role is to manage the country programme including continued monitoring of implementation. The ARR (P) leads the programme team in strategic planning and identifies new programme areas while ensuring consistency with UNDAF/CPAP priorities and creative responses to emerging challenges and opportunities.

**Programme Analyst**
Under the guidance and direct supervision of the Deputy Resident Representative or ARR(P), the Programme Analyst is responsible for management of UNDP programme within the thematic/sectoral areas assigned. The Programme Analyst analyzes political, social and economic trends and leads formulation, management and evaluation of programme activities within his/her portfolio, provides policy advice services.

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**How does UNDP fund its activities**

UNDP’s global resources reached their highest level ever in 2003. Global resources of UNDP stand currently at annually $3.2 billion.

UNDP’s core resources (or regular resources) are voluntary contributions of member countries. From 1994 to 2001, there has been a steady decline in core resources, leading to a funding crisis of UNDP. The seven-year downward trend in core resources was reversed in 2001. Annual contributions to UNDP by Member States now stand at $769 million annually.

The ability of UNDP to mobilize non-core resources depends on having an adequate, secure base from core resources. While the turnaround in core resources continues, UNDP’s financial situation remains critical. Regular resources still do not keep pace with the growing demands put on the organization, and remain far off the $1.1 billion goal for 2007.

**Types of funding**

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Voluntary contributions to the organization’s regular (core) resources grew for the seventh consecutive year. The $1.12 billion gross regular income received by UNDP in 2007 represents a significant increase over the $922 million received in 2006 and exceeds the overall nominal target of $1.1 billion set by the Multi-Year Funding Framework (MYFF 2004-2007). Overall combined earmarked (non-core) contributions to UNDP in 2007 totalled at $3.8 billion, remaining at the same high level in nominal terms as in 2005 and 2006. Between 2006 and 2007, resources channelled through UNDP by programme country governments in support of their own development priorities decreased a little, from $1.4 to $1.3 billion. Non-core contributions from bilateral donor governments, mostly from OECD-DAC member states, increased a little from $1 billion to $1.1 billion. Total contributions from non-bilateral partners remained at $1.2 billion, the same level as in 2006. UNDP continues to be called upon to support governments to obtain, direct and manage different types of funding in accordance with national priorities.

UNDP country office can access a variety of funds in order to develop project activities.

**UNDP’s core resources**

Core resources are voluntary contributions by Member States. They are also called regular resources or Target for Resource Assignment from the Core (TRAC). The current global business plan foresees an increase of annual core resources from $769 million in 2003 to $1.12 billion in 2007.

How does UNDP distribute these core funds to the programme countries? There are three types of distributions:

- Every programme country receives a certain minimum amount of guaranteed funding from the global core budget, called TRAC 1. This amount is determined by a distribution methodology established by UNDP’s Executive Board. It takes into account a country’s gross national product per person and its population size.
- UNDP’s Executive Board grants additional core funds for programme countries – called TRAC 2 – based on the quality of the Country Cooperation Framework. Through this competitive mechanism, a country office can additionally receive up to 200 percent of TRAC 1 funds.
- About 5 percent of the total core resources are held back by UNDP to address special development needs of countries in crisis, or to prevent a severe crisis from happening. These funds are called TRAC 3.

Core resources, particularly TRAC 1 and 2, are the most flexible funds available for country offices. Once a country programme has been rated by UNDP’s executive board, the level of funds available for the next five years becomes known. The country office, UN agencies and its national partners subsequently agree on the concrete use of these core funds on the basis of the country programme, and start elaborating specific projects.
How does UNDP do it?

There is little scope for programme officers to access core resources during a country programme cycle. However, it happens occasionally that projects spend less money than anticipated, or that core resources are adjusted upwards. In this case, the new core resources can be used for prioritized project proposals not yet funded.

**UNDP’s non-core resources**

**Third-party co-financing**
Under a third-party co-financing agreement, a bilateral donor government, an international financial institution, or a private entity contributes funds to individual projects or programmes. Third-party co-financing can also fully fund a project or programme, in which case it is called 100 percent cost-sharing. Trust funds are a mechanism established to receive contributions from one or several governmental or non-governmental donors, including private corporations and individuals. They are specific in supporting a certain theme, a particular project, a certain country or region. The largest trust funds by far are the Electricity Network Rehabilitation Programme for Iraq (ENRP) and the Global Environment Facility (GEF). The Global Environmental Facility in particular is funding many projects at the country office level.

To reverse the downwards trend in donor contributions and to allow donors better targeting and clearer results, UNDP introduced Thematic Trust Funds (TTFs) for all its practice areas. These trust funds finance short (normally up to two years), catalytic interventions in response to country-level needs and demands. Donors are able to contribute resources specifying the type of service, the regions, the countries, or a combination thereof. The Thematic Trust Funds are a flexible co-financing modality with rapid approval and swift disbursement of funds. Most of the Thematic Trust Funds give priority to low-income countries, Least Developed Countries (LDCs), and Africa in general. A small proportion is used for global and regional initiatives. These funds are highly competitive. Once a Thematic Trust Fund announces a disbursement, country offices submit short proposals. These proposals are evaluated by UNDP’s relevant Bureau, and awarded on a competitive basis. These Bureaus have the overall responsibility for the management of Thematic Trust Funds. Among the Thematic Trust Funds, the funds for Post Conflict and Recovery and for Democratic Governance are currently the largest.

**Programme country cost-sharing**
Many developing countries contribute to UNDP’s activities on the ground by sharing a portion of the costs. In this case, governments allocate their own funds to a UNDP-sponsored project. These funds are fully integrated into UNDP’s budget process, and UNDP recovers the costs incurred for handling these funds. Cost-sharing by programme countries is particularly strong in Central and Latin America.
Parallel financing
Parallel financing happens when other donors join UNDP in a common programme or project but administer their resources separately. These resources are managed by the respective donors themselves, and do not enter in UNDP accounts. However, UNDP generally prefers a common management of funds rather than parallel financing.

Providing development services
An additional source of resources for UNDP is its role as a provider of development services. Since 1998, UNDP recovers additional costs incurred in managing programmes and projects at the request of the executing organization. This is the case when UNDP’s support clearly involves identifiable and additional costs to the office. These additional costs are debited to the project. It is important that the government agrees with this prior to UNDP’s additional support. For example, a ministry is not able to identify and import heavy machinery and asks the UNDP country office to do this for them. UNDP agrees, provided that a certain amount of overhead can be charged to the project to cover UNDP’s additional costs. Furthermore, UNDP increasingly provides other development services to governments, UNDP agencies and other development organizations.

Volume of Assistance UNDP Suriname
During the year 2009 UNDP Suriname implemented projects with a total value of approximately US$ 1,600,000.