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## **The UNDP global programme, 2009-2011\***

*Summary*

The approved strategic plan, 2008-2011, aims to accelerate progress on human development and the achievement of the Millennium Development Goals. The present proposal is the UNDP plan for the utilization of specific global resources which, together with country and regional programmes, will be needed to fulfil the aspirations and mission of the strategic plan.

As required under the UNDP programming arrangements approved by the Executive Board in its decision 2007/33, the fourth global programme (2009-2011) is presented, following the one-year extension of the third global programme (formerly known as the global cooperation framework). The fourth global programme is designed to streamline UNDP policy approaches across its mandated areas and facilitate two-way communication between local and global actors. It will play a vital role in the implementation of the UNDP strategic plan, strengthening the ability of country offices ability to respond quickly and effectively, while using global engagement to identify opportunities, resources and innovations that can help countries address multi-faceted development challenges. The present global programme builds on the recommendations made in the evaluation of the third global programme and reflects issues raised in broad-based consultations, including with members of the Board and development partners.

UNDP submits the fourth global programme for consideration by the Executive Board. The Board may wish to approve the document.

\*The compilation of data required to provide the Executive Board with the most current information has delayed submission of the present report.



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## I. Situating the global programme

1. While the accelerated process of globalization has yielded unprecedented economic growth and job creation, it has been accompanied by increased inequality within and among countries and the exclusion of various population groups. In many countries, those phenomena are associated also with deficits in democratic governance, and are compounded by the impact of rapidly emerging global challenges such as the current sharp rise in commodity prices, climate change, and natural disasters and epidemics, all of which stretch the capacity of national institutions to cope and ultimately threaten achievement of the Millennium Development Goals at all levels. Considering the scale of these challenges, and the dynamic characteristics and trends in economic growth, poverty reduction and globalization, it is vital that development actors at all levels work better together. International negotiations cannot be divorced from realities on the ground and local policy makers must be attuned to regional and global debates and decisions.

2. Most of these challenges cut across regions and national boundaries, affecting the ability of countries to deal with the problems individually – which strengthens the case for closer, more effective international cooperation. The UNDP global programme is designed to make such connections by leveraging, adapting, and sharing proven development solutions while promoting innovation for new policies to address emerging development challenges. The global programme is designed to play a critical role in the response to the challenge posed to UNDP in its strategic plan, as revised pursuant to Executive board decisions 2007/32 and 2008/: “In a world of expanding affluence and exploding inequality, sustained and equitable economic growth serves as a key connecting theme for UNDP work for 2008-2011”.

3. The global programme is designed to strengthen the UNDP development cooperation role at the country, regional and global levels through supporting the diagnosis of development problems and trends, the design of catalytic, innovative, context specific development solutions, and promoting knowledge sharing and learning for policy innovation. This will all be in support of nationally led development programming and in accordance with the parameters of the UNDP strategic plan, 2008-2011. The proposed global programme has been formulated taking account of the recommendations of the independent evaluation of the global programme, 2005-2008, presented to the Executive Board at its second regular session 2008 together with the management response. The UNDP strategic plan is imbued with a strong South-South approach, reflected in detail in the fourth cooperation framework for South-South Cooperation, and the global programme reflects a leading role in realizing this goal. The global programme is responsive to the priorities and focus of each of the regional cooperation programmes approved by the Executive Board in recent years. This series of extensive consultative processes has guided the formulation of this document, which has benefited also from inputs from a range of stakeholders consulted specifically for this purpose, including within UNDP and the United Nations system, independent analysts, and members of the Executive Board.

4. The global programme is funded from line 1.3 of the programming arrangements, approved by the Executive Board in decision 2007/33, representing 5 per cent of the resources available for programming. With those modest resources, the global programme funds the core substantive policy-development

and advisory work of UNDP in three of the four development focus areas of the strategic plan, namely, poverty reduction and the Millennium Development Goals; democratic governance; and the environment and energy. The global programme is integral to supporting, as well as providing, the resources for both aspects of the UNDP operations outlined in chapter V of the strategic plan: (a) helping partners to achieve development results, while (b) enhancing the contribution of UNDP and the United Nations system to development effectiveness by achieving the institutional results articulated in the strategic plan. It should be noted that, in line with decision 2008/1, which called for proposals for realigning the cost classification of activities funded from the programme financial framework and the biennial support budget, the latter institutional role may have alternative funding in the future. This will no doubt have implications on the next global programme, beginning in 2012.

## II. Past cooperation and lessons learned

5. The formulation of the global programme, 2009-2011, was informed by lessons learned from the implementation and subsequent evaluation of the present global programme, as well as of previous global programmes and other relevant evaluations. The evaluation of the global programme, 2005-2007 recognized that a clear need existed for a new global programme in UNDP covering the strategic plan. The main lessons learned relevant to the design of the new global programme are outlined in the following paragraphs.

6. The programme was *relevant to programme countries*, with demonstrated success at the global and national levels across all development focus areas, particularly in (a) integrating capacity development and gender equality/women's empowerment more systematically throughout UNDP programmes, and (b) supporting programme countries in accessing global development finance mechanisms. Those findings resonate with the call made in the 2007 triennial comprehensive policy review resolution and will therefore find even greater priority in the global programme, 2009-2011.

7. The success of the programme is seen in the work of, and the continued need for, a *critical mass of expertise* in each of the development focus areas and related practices. More systematic support to country offices will be provided in this global programme through consistent application of the practice architecture in the context of recent regionalization measures.

8. Significant contributions were made in *knowledge management* across all the focus areas, through networking, promoting Southern solutions, developing and providing access to useful knowledge products and relevant analytical work, serving as a model for other United Nations organizations, and exercising a catalytic function in galvanizing the experience of the organization at all levels to provide greater policy coherence. UNDP recognizes the need to further enhance knowledge sharing and learning experiences throughout the organization, and this will be a significant focus in the global programme, 2009-2011.

9. The challenge of *combining a 'programme results' with a 'practice architecture or framework' role* in the present global programme will be addressed explicitly by showing how the two roles enrich one another. In addition, the strategic plan, 2008-2011, brings greater focus and coherence across country, regional and global practice and programmatic results.

10. Realizing the full benefits of *partnerships* requires a more strategic approach and greater collaboration internally and with key external global partners. The more focused results of the strategic plan, including in relation to participation in United Nations and other global coordination initiatives provide opportunities to engage more effectively

with partners, and this is reflected in the new global programme support for corporate partnership strategies.

11. The recommendations to improve *management arrangements* made in the evaluations of the second and third global programmes, are being addressed in a number of corporate initiatives to improve transparency, accountability and results management that apply to the new global programme and to the Bureau for Development Policy (BDP). In addition, BDP has led an exercise to revise the practice architecture and to align with the new policy and arrangements to strengthen the role of regional service centres, including the deployment of practice/group leaders in each centre. Finally, as outlined in chapter IV, below, BDP has implemented several improvements to strengthen programme monitoring and evaluation, oversight and operations.

### III. Proposed programme

12. The purpose of the global programme is to support programme countries in achieving internationally agreed development goals, including the Millennium Development Goals, by applying global diagnosis and perspectives to development challenges and by catalysing development solutions, ensuring that development experience, innovation and good practice are shared across as well as within regions. The global programme is designed to be flexible and to assess and respond to opportunities and emerging issues as they arise. It facilitates the dynamic flow of knowledge and learning throughout the organization and with external partners, promoting a mutually supportive ‘virtuous cycle’ as the hallmark of UNDP as a globally networked organization. The features of this cycle are:

- (a) *Bringing global knowledge and learning to country level:*
  - (i) Applies globally distilled diagnostics, perspectives, innovations, and lessons learned to country programming;
  - (ii) Improves connection to and synergies between and across UNDP regional and country programmes;
  - (iii) Catalyzes creative, dynamic and peer supported solutions, including by expanding South-South cooperation;
  - (iv) Provides high-quality, evidence-based and timely interventions, drawing on the breadth and depth of United Nations experience;
  - (v) Brings multi-dimensional human development perspectives to development planning and programming; and
  - (vi) Harnesses global partnerships for regional and national benefit.
- (b) *Bringing country realities to global attention:*
  - (i) Grounds global and regional dialogue, initiatives and decisions in country-level realities;
  - (ii) Facilitates the multiplication and leveraging of successful innovation at the country level to other countries and on the global stage;
  - (iii) Expands and strengthens partner-country influence and participation in inter-governmental processes; and
  - (iv) Strengthens advocacy by facilitating collective global representation and messaging.

13. Although the global programme uses only a small fraction of the resources of UNDP, it is charged with the dual task of supporting the development results as well as the institutional results set out in the strategic plan. To advance *development results*, the

global programme firstly engages programmatically, by funding global-level interventions that are critical to realizing outcomes in the three focus areas for which BDP is responsible. Described below, under ‘development results’, these programmes cover the emerging international priorities that require global-level coordination, development challenges that demand multi-dimensional responses, and development opportunities and innovations that can be best identified and harnessed through global engagement.

14. Second, the global programme finances the core of the practice architecture (the dynamic that, since 2000, has brought together the substantive areas of mandated UNDP work – also referred to as ‘practices’ – across global, regional and country levels to develop, share and apply policy and programming options and the collective knowledge of the organization), for the specific key results prioritized in the strategic plan.

15. For those two purposes, the global programme will fund global advisers, located at headquarters or in the three global thematic centres, organized into four practices (poverty reduction/Millennium Development Goals; HIV/AIDS; democratic governance; and environment and energy); two cross-cutting groups (capacity development and gender); and knowledge management services. Their primary task is to manage each outcome area and the related functional support for practice/knowledge management, capacity development and gender equality. They also guide the global-level interventions, and to that end the global programme funds technical inputs and activities to initiate and implement such global interventions. As an important part of this system, the global programme will fund practice/group leaders in each of the six regional service centres, who will support the regional bureaux in bringing consistency and coherence to the work of each practice/group/unit in the region.

16. The global programme also contributes to development results by addressing *institutional results*, first by improving and fully implementing in UNDP the practice architecture approach mentioned above. Second, the global programme contributes to the cross-cutting development results by designing and implementing corporate standards and applications for capacity development; gender equality and the empowerment of women; and South-South cooperation, all essential areas where the Global Programme supports internal institutional capacities in achieving concrete development results.

## **A. Development results**

17. In the strategic plan, development results are organized around practice outcomes that reflect expected country-level results based on particular areas of high demand for support that are matched with UNDP strengths. These are areas where stakeholders expect strong performance by the organization, with measurable results, and are summarized as follows at the level of key result areas:

- (a) *Poverty eradication and achievement of internationally-agreed development goals, including the Millennium Development Goals*
  - (i) Promoting inclusive growth, gender equality and achievement of internationally agreed development goals, including the Millennium Development Goals;
  - (ii) Fostering inclusive globalization; and
  - (iii) Mitigating the impact of HIV/AIDS, tuberculosis and malaria on human development.
- (b) *Democratic governance*
  - (i) Fostering inclusive participation;
  - (ii) Strengthening accountable, responsive governing institutions; and
  - (iii) Grounding democratic governance in international principles.
- (c) *Environment and sustainable development*

- (i) Mainstreaming environment and energy;
- (ii) Mobilizing environmental financing;
- (iii) Promoting adaptation to climate change; and
- (iv) Expanding access to environmental and energy services for the poor.

18. The global programme will support those results through its funding of the practice architecture, as noted above. The main results will be captured and analysed by regional and global advisers and reflected in the annual UNDP reports on the global programme provided for information to the Executive Board. The key results used to organize those country level outcomes are summarized here and shown in detail in the attached results framework (see annex). The framework – presented in terms of global outputs, indicators and resource allocations – serves to indicate the global programme contribution to those country level results. It is achieved through the delivery of global programmatic results that address multi-dimensional development challenges that require cross-practice integration across the four focus areas of the strategic plan. The comparative advantage of UNDP lies in its holistic, cross-sector approach to human development, with its focus on the expansion and use of institutional and individual capabilities.

19. For increased effectiveness in working at the global level, it is critical for the global programme to build stronger partnerships with bilateral and multilateral organizations, including the international financial institutions, and with academia, civil society, the private sector and foundations – with a special focus on Southern institutions, where there are shared values as well as common objectives and resources. The existing partnerships are numerous, as is to be expected given the diversifying and expanding range of interested actors. The global programme seeks to establish such partnerships strategically, in the context of global consortia focused on common objectives. The current list of partners is included in the annex to the present report, and other partners will be established as programmes are designed and evolve through experience with implementation.

20. Some key and emerging interventions planned at the global level are highlighted here as examples of the value added by this aspect of the global programme:

***Strengthening national and subnational policies and implementation capacities for the Millennium Development Goals***

21. A concerted, collective focus on human development and the internationally agreed development goals, including the Millennium Development Goals, is crucial to long-term development results. In line with the Millennium Declaration and United Nations initiatives to enhance support to realize the Goals – especially in Africa – the global programme provides UNDP technical expertise to the global initiative of the Secretary-General and will continue to focus on countries requesting support in scaling up investments to achieve the relevant goals. The cross-practice ‘MDG support team’ will continue to provide global support, using capacities put in place in the regions, especially in Africa and in Asia and the Pacific, through efforts by the regional bureaux.

22. The global programme will continue to support efforts to develop national capacities to build Millennium Development Goals-based national development strategies that deliver results, especially for the poor and disadvantaged, and, attract development finance. The provision of capacity-building and capacity-development services will be scaled up to make it feasible to realize the Goals through more effective utilization of national and international resources, taking

advantage of national and regional initiatives to strengthen development cooperation by: (a) supporting national capacity-development assessments, strategies and interventions, including particular focus on the cross-cutting elements of leadership, change management, education and training and voice and accountability mechanisms; (b) supporting national capacities to manage and coordinate aid; (c) supporting national implementation capacities; and (d) supporting local service delivery capacities at the country level, based on national demand through the UNDP country office, with regional coordination and advisory services backed up by global policies, tools and expertise.

23. Related interventions in support of integrated national development strategies include the development of nationally owned democratic governance assessments and strategies, national statistical capacities, multi-sectoral accountability mechanisms, and multi-stakeholder participation, especially of vulnerable groups. Integration of gender considerations in macro-economic frameworks will be given priority, including the issue of integrating unpaid work, as will efforts to empower women to participate and influence decisions in all branches of the state, and in work with the private sector and civil society. UNDP will give strategic importance to challenges that must be integrated into national development strategies if achievements towards the Goals are to be preserved, including with respect to climate change and disaster vulnerability, the degradation of critical ecosystems essential for human livelihoods, and HIV/AIDS.

24. Achieving the Goals involves the engagement of citizens and civil society organizations in designing and implementing national and local development policies and programmes. Support to national governments in creating an enabling environment in which the links among national governments, the United Nations system, civil society, non-governmental organizations and the private sector are strengthened in the search for new and innovative solutions to development challenges in accordance with national policies and priorities, provides a major opportunity to make progress towards the Goals at the national and local levels.

25. UNDP and its partners will continue to help monitor progress towards the Goals and direct resources to where they are most needed. Improving the collection and quality of data will be essential, and UNDP will work closely with its partners, particularly the United Nations Department of Economic and Social Affairs (DESA), United Nations regional commissions and the World Bank. The 'MDG monitor', a new online tool that consolidates the latest statistics on the goals, will be a central source for information on progress towards all the goals, adding new tools and status updates as they become available. The global programme will support members of the United Nations Development Group (UNDG) in taking forward integrated development approaches at the country level, and will support the UNDG policy network, managed by UNDP, and the coordination meeting of United Nations system chief economists on matters related to internationally agreed development goals, including the Millennium Development Goals, chaired by UNDP.

#### ***Local-level development to realize the Millennium Development Goals***

26. There is a significant focus across all strategic plan areas on local-level development. National interventions are frequently tailored to a particular local or sub-national context to address disparities at the subnational level and ensure meaningful development impact. This is especially true for Millennium Development Goals-based local plans and implementation capacities, decentralization of service delivery, and strengthening local governance. Local capacity for effective service delivery, including through public-private



partnerships, will be a strong focus in areas such as energy access, water and sanitation, access to justice, and women's economic empowerment. With support from the global programme, UNDP will strive to bring coherence to such interventions through support to local-level development strategies, focusing on strengthening the capacities of local governments and other stakeholders; formulating integrated community development initiatives, including area- and territorial-based development programmes; and leveraging the assets and experience of the United Nations Capital Development Fund (UNCDF). The challenges of urban poverty and governance will be given prominence, since more than half of the people in the world, including the majority of the poor and excluded, live in cities.

***Other cross-practice interventions***

27. To respond to development challenges requiring global coordination and definition, and to bring coherence across the United Nations and within the development community so as to strengthen the impact of global, regional and country initiatives, the global programme will support several high-priority and emerging cross-practice initiatives. Flexibility is required for UNDP to quickly mobilize appropriate cross-practice expertise and ensure timely support to the capacity of our partners to address issues of emerging concern. Examples of such interventions are:

- (a) New initiatives will be designed, through cooperation between the poverty reduction and democratic governance practices in particular, to strengthen economic governance that promotes inclusive and sustainable development, including support to improving regulatory frameworks for public service delivery, as well as to advance the legal empowerment of the poor;
- (b) UNDP will engage with its partners in defining medium and long-term strategies for countries affected by high prices for food, energy and other commodities, including those related to trade, enabling the organization to distil and share emerging knowledge, good practices and policy options with partners;
- (c) Within the United Nations system, UNDP will take the lead in defining and developing approaches to address the gender discrimination and human rights-related aspects of the HIV/AIDS epidemic and contribute to the growing attention to socio-economic determinants and consequences of public health;
- (d) In line with recent initiatives to bring coherence to the work of the United Nations in advancing the rule of law, UNDP will focus on capacities of national institutions supporting the rule of law and initiatives promoting pro-poor access to justice, including through global partnerships;
- (e) UNDP will explore new opportunities to strengthen inclusive participation and the responsiveness of governing institutions with improved channels of civic engagement, communication and information flows;
- (f) UNDP will support initiatives that enable partner countries to tap resources from emerging carbon markets and climate change adaptation funds and engage the Secretary General's climate change team in support of the negotiations;
- (g) Though the joint work of the Oslo and Nairobi Global Thematic Centres, UNDP will support cross-practice work related to water and land governance as well as the management of renewable and nonrenewable natural resources.

***New financing-for-development opportunities***

28. Related to the earlier categories are the opportunities for UNDP to help countries identify effective approaches to mobilizing domestic resources and to gain access to – and even help create – new financing streams that provide additional development support. The most significant to date include the Global Fund to Fight AIDS, Tuberculosis and Malaria, and the Global Environment Facility. Working with a private investment bank, UNDP recently established a facility to help developing countries tap global carbon markets, advancing efforts to achieve the MDGs. New global mechanisms will provide critical resources for safeguarding human development in the face of climate change.

29. Another opportunity is expanding poor people's access to financial services and productive market opportunities through microfinance, led by UNCDF. There will also be a sharper focus on private-sector collaboration, helping unleash private resource flows for poverty reduction and sustainable development. UNDP will support the enhanced Integrated Framework for Trade-Related Technical Assistance to Least Developed Countries, which is a six-organization partnership among the United Nations, the World Trade Organization (WTO) and the Bretton Woods institutions, as well as aid-for-trade needs assessments and financing arrangements.

30. The thematic trust fund for each practice provides a modest but catalytic approach to mobilizing additional resources to support and explore practical development innovations and solutions across the range of development results in the strategic plan. Several well-established global programmes perform similar funding and practice functions – in supporting democratic governance results, for example, such as elections cycle management, parliamentary development and human rights mainstreaming. Those efforts are coordinated with the regional bureaux and the Partnerships Bureau to assure consistency and coherence in support of development results. The Global Programme supports UNDP capacity to participate in and contribute to the substantive aspects of United Nations-sponsored multi-donor trust funds.

***Responding to development typologies***

31. Typologies of countries – such as least developed countries, middle income countries, and small island developing States, provide another opportunity for organizing global-level UNDP support. As countries in such groupings are typically well organized and specific as to their needs, UNDP can enhance its country support by better defining and monitoring UNDP policy and support for the development agendas prioritized by key groupings. Through consultation, the global programme will help UNDP elaborate and implement strategies for such key groupings. Each strategy will identify key actions that UNDP should prioritize and identify areas for stepped-up capacity development, knowledge-sharing and South-South cooperation. In that respect, a key feature of the global programme will be enhanced collaboration with the Bureau for Crisis Prevention and Recovery (BCPR) in conflict prevention and work in post-conflict situations.

***Mainstreaming cross-cutting results***

32. The global programme highlights three areas, namely, capacity development; mainstreaming gender equality and women's empowerment; and South-South cooperation. For capacity development the global programme will focus on mainstreaming into the practices elements of capacity development assessments and strategies; national capacities for aid coordination and management; national implementation capacities; and improvements in local service delivery through public-private partnerships, including with civil society organizations. Gender equality and women's empowerment is not only a goal but

an important and effective means of achieving sustainable development results. Under the global programme, the work of UNDP will be guided by its new gender equality strategy, 2008-2011, which is aligned with and amplifies the UNDP strategic plan. The gender equality strategy provides a framework for integrating gender equality concerns into each focus area, using support from the global programme and other resources.

33. The global programme has a central role in reinforcing UNDP commitment to stepping up support of South-South cooperation and seeking South-South solutions in all practice and cross-cutting areas, with appropriate regional adjustments where necessary. The global programme will ensure that South-South cooperation is mainstreamed and leveraged in the focus areas of the strategic plan, and will provide support in three targeted areas:

(a) Supporting Southern development cooperation frameworks and country coordination in areas of common concern, such as trade, debt and sustainable development, or other areas as defined by engaged countries;

(b) Serving as a platform for innovative policy approaches in addressing across the practices the issues of inclusive growth and social inclusion, acting as a network for sharing policy experiments and experiences; and providing southern solutions' to development challenges by bringing together development practitioners and institutions from the South (the global thematic centres, such as the International Poverty Centre, in Brasilia, will be important hubs for these activities); and

(c) Enhancing 'triangular' cooperation among developed and developing countries on priority development issues.

## **B. Institutional results**

34. The second role for the global programme encompasses aspects of the strategic plan institutional results framework, including practice and knowledge management, United Nations coordination, and strengthening internal UNDP capacities vis-à-vis gender, capacity development and South-South cooperation. While the resources of the global programme are applied to realize development results as outlined above, they serve primarily to provide functional services that generate knowledge and policy experience, enhancing the development effectiveness of UNDP work at the regional and country levels in particular.

### ***Support to practice and knowledge management***

35. The global programme provides resources to (a) support consistent implementation of the key results areas of the strategic plan, and (b) respond to targeted needs through the practice approach. The global programme is essential for building communities of practice; facilitating effective networking and learning within and across those communities; and deploying integrated teams of staff across country, regional and global units for specific interventions and knowledge generation. Through these mechanisms, advisers can contribute expertise to policy and programming efforts and become facilitators, bringing together people and resources, locating creative solutions, promoting quality and ensuring that the response is meeting local demands. The global programme enables UNDP to widen its reach and maximize its ability to harness and apply the collective knowledge of the organization.

36. The Global Programme puts in place core capacities and catalytic support to undertake or facilitate the following:

- (a) *Substantive direction and support*
  - (i) Substantive direction: defining the strategy behind each thematic practice and broad areas of intervention;
  - (ii) Contribution to global debate and dialogue: influencing the substantive discussion at the global level on development issues and challenges;
  - (iii) Policy development: substantive involvement in shaping global and regional funds and programmes based on country experiences, involvement in international processes, engagement in UN system processes; and
  - (iv) Policy and programme support: defining policy options, identifying southern-based solutions, capacity development of country offices and clients, advisory services throughout the programme cycle, development and adaptation of knowledge products and publications.
- (b) *Building internal and external communities of development practitioners*
  - (i) Practice-based community development: building internal and external communities poised to provide or locate advice and support for clients, inform work planning and priorities, and generate and share knowledge; and
  - (ii) Build substantive and operational partnerships, particularly southern-based, through the thematic centres.
- (c) *Leveraging resources.* Mobilize resources and facilitate access to funds for use at the country and regional levels, including the global funds and thematic trust funds.
- (d) *Quality assurance, coherence and contextualization.* Provide quality assurance, ensuring and supporting processes that promote substantive coherence and the contextualization of knowledge and/or advice to address particular audiences – including regional and other country groupings.
- (e) *Knowledge management services.* The global programme provides resources to support the BDP-sponsored corporate strategy on knowledge management, which strives to strengthen the position of UNDP as a knowledge-based organization, whereby individuals and their knowledge are fully connected and mobilized for the effective delivery of results. It builds on, and takes to a new level, current successful knowledge-sharing efforts. In particular, it will provide knowledge-management services at headquarters and regional centres, to support the whole of UNDP through ‘Teamworks’, a new online platform designed to record the collective knowledge and learning of UNDP and make it accessible. ‘Teamworks’ draws on social networking approaches to connect people, projects and policies, making advisory services widely accessible in order to support country-level engagement. By increasingly including knowledge, people and resources from other parts of the United Nations system, knowledge management will also advance UNDP efforts to ‘deliver as one’. The enhanced knowledge management services will lead corporate efforts to:
  - (i) Ensure that country-level knowledge and experiences are applied to policy, which in turn guides operations;
  - (ii) Build capacity for knowledge-sharing at all levels of the organization;
  - (iii) Increase business intelligence by enhancing real-time understanding of emerging challenges and trends; and
  - (iv) Promote United Nations coherence by expanding services and collaborative approaches to a common United Nations platform.

### *Mainstreaming cross-cutting elements in institutional capacities*

37. In response to the call for the United Nations system to deliver on strengthening national capacity for development as well as national ownership (Triennial Comprehensive Policy Review resolution, 2007), UNDP has positioned capacity development, as its core contribution in the strategic plan, 2008-2011, and support will be provided to strengthen the capacity of UNDP country office staff, as well as United Nations country teams, through UNDG staff learning initiatives, provision of operational guidance, and the development of applications of the capacity development and capacity assessment tools and methodology. The gender equality strategy details corporate products and services that UNDP will provide to improve institutional effectiveness for the provision of development results on gender equality and women's empowerment. As part of the broader collaboration with the Special Unit for South-South Cooperation, BDP advisers are elaborating the elements of the UNDP approach to South-South cooperation planning its early implementation throughout the organization.

### *United Nations coordination*

38. The effectiveness of the global programme depends upon its strategic partnerships with a wide variety of collaborators. Internally, BDP has collaborative staffing arrangements with the *regional bureaux* through the *regional service centres* as part of the practice architecture under the new regionalization policy. There are arrangements for cross-bureau management of teams in the *Partnerships Bureau* that deal with civil society engagement and the private sector in development. The global programme will contribute to and benefit from corporate strategies in these areas. Other examples include collaboration with the *Special Unit for South-South Cooperation*, the *United Nations Volunteers programme*, *UNCDF*, the *United Nations Development Fund for Women (UNIFEM)*, the *Human Development Report Office* and the *Office of Development Studies*, to ensure that a continuing human development analysis underlies the policy work.

39. Special importance is given to the partnership with *BCPR*, since the strategic plan places greater emphasis on crisis prevention work and its linkage to long-term development. The global programme will focus on ensuring that BDP and BCPR collaborate to develop tools and methodologies for this purpose and that they develop joint country-specific initiatives responsive to the individual needs of partner countries emerging from crisis, as well as those of countries vulnerable to natural disasters. Coherence will be assured with the United Nations entities dealing with related matters.

40. The *United Nations system* has an important role in supporting Member States to achieve international development goals, as reflected in the 2007 Triennial Comprehensive Policy Review (GA A/RES/62/208) and reiterated in the strategic plan. The breadth of expertise and experience across the United Nations system positions it ideally to address the complex and often multi-disciplinary challenges faced by developing countries. To do this, the United Nations should not only 'deliver as one' on the ground, but should also be able to draw seamlessly on the expertise and know-how housed at different levels throughout the United Nations system.

41. Through the global programme, UNDP will connect country, regional and headquarters staff to harness and share expertise and knowledge from across the United Nations development system, creating synergies in support of countries working to achieve their national development plans. In each outcome area, the elements of the United Nations system associated with such work will be engaged in a variety of modalities of cooperation, leading global initiatives in coordination

with other international players, in accordance with specific memoranda of understanding, with the entities concerned focused on collaboration, coherence and joint programming.

## IV. Programme management, monitoring and evaluation

### A. Management arrangements

42. The global programme is managed by the Bureau of Development Policy. The Programme Manager is accountable to the Assistant Administrator/Director of BDP. Individual components of the programme will be managed by BDP practice/group managers, under the aegis of their respective practice/group directors. The elements of the global programme will be subject to standard approval and quality assurance processes, and discussion in relevant committees or boards. Global Programme activities will be administered by BDP, with the support of the Programme Support Unit in the BDP Directorate. The Unit will provide administrative support capacity to all BDP practices/groups to ensure efficient, accountable management of programme resources.

### B. Oversight and monitoring

43. The results framework of the global programme covers its development and institutional roles, and results for both areas will be monitored and evaluated in keeping with UNDP results-based management standards and practices. The global programme will be subject to the following mechanisms for collective oversight and monitoring:

(a) *Programme Management Committee* – The BDP Results Management Team, a regular meeting of BDP senior management chaired by the BDP Director, to review progress with implementation at least quarterly, and take policy decisions affecting programme implementation.

(b) *Advisory Committee* – A wide variety of UNDP stakeholders in the global programme, including regional bureaux, headquarters units, regional centres and external partners, convened twice a year and chaired by the BDP Director. The Advisory Committee provides strategic guidance to ensure that the global programme realizes its potential as a global actor, identifying areas for improvement and suggesting adjustments in focus, partnerships and direction.

(c) *Regional centre management boards*. At the regional level, practice and knowledge-management services are fully integrated into the regional service centres. Practice leaders in the regional centres, who report jointly to the practice director and to the regional services centre manager, facilitate regional practice teams, assuring country, regional and global practice integration. Each centre has a management board, chaired by the regional bureau director and co-chaired by the Director of BDP, that consists principally of UNDP resident representatives and/or country directors.

(d) *UNDP Operations Group*. Where necessary, initiatives and modalities of the global programme will be subject to discussion at the Operations Group, chaired by the Associate Administrator. Annual reports of the global programme will be submitted to this group.

44. To *evaluate and demonstrate results*, annual reports of the global programme will document progress on the results framework (see annex) and highlight qualitative results and development impact within the key results areas of the strategic plan. These will be identified through project reporting – including on practice and knowledge work – and independent evaluations, assessments and

other monitoring tools, such as the ‘demand tracker’ tool. Feedback and learning from the monitoring and evaluation tools will be used to inform management decisions that guide and shape the global programme. The annual reports of the global programme will be shared with the Executive Board for its information, and a mid-term review will be discussed with the Board.

## Annex 1. Global programme, 2009-2011 - Results and resources framework

### A. Development results

Global programme contribution to strategic plan goal 1. Achieving the Millennium Development Goals and reducing human poverty <sup>1</sup>				
Cross-cutting global programme results				
1. Multi-dimensional approaches to national development planning 2. Country level realities and needs reflected in global debates and mechanisms 3. Innovative approaches to meeting development challenges				
Strategic plan outcomes supported by UNDP upon request by programme countries	Global programme outputs	Output indicators used in reporting on UNDP contribution	Partners	Indicative resources (\$ millions)
1. MDG-based national development strategies promote growth and employment, and reduce economic, gender and social inequalities	1. (a) Initiatives and programmes that strengthen multi-dimensional MDG-based national planning (b) UNDP strategy and methodologies for integrated approaches to local development mainstreamed into programmes  2. Support for the engagement and participation of programmes in intergovernmental processes and debates, especially on Africa.  3. Thematic interventions that: (a) Respond to the increases in food and commodity prices by identifying and sharing of good practices and policy options; and	1. (a) Percentage of products and services that support MDG-based development planning and implementation (b) Percentage of products and services that support local development strategies (c) Percentage of products and services developed/undertaken jointly by more than one practice area  2. Percentage of practice knowledge products that reflect country-level experience in each practice area  3. (a) Number and quality of cross-practice interventions integrated into global processes (b) Number and quality of joint projects, programmes or partnerships between practices  4. (a) Number of pilot projects adopted or scaled up by partners (b) Amount of resources raised for country level development initiatives	<i>United Nations</i> UNDG agencies, DESA, ILO, WTO, UNCTAD, World Bank, IMF  <i>Governments</i> Ministries of Finance, Planning and Trade.  <i>CSOs, foundations and NGOs</i> Third World Network, Carnegie Endowment, Rockefeller Foundation, SNV	Regular ('core'): 10.5  Other ('non-core'): 90
2. Enhanced national and local capacities to plan, monitor, report and evaluate the MDGs and related national development priorities, including within resource frameworks				
3. Policies, institutions and mechanisms that facilitate the empowerment of women and girls strengthened and implemented				
4. Macroeconomic policies, debt-sustainability frameworks, and public financing strategies promote inclusive growth and are consistent with achieving the MDGs				
5. Strengthened capacities of local governments and other stakeholders to foster participatory local development and support achieving the MDGs				

<sup>1</sup> For definitions of acronyms and abbreviations used in this annex, see page 24.



Strategic plan outcomes supported by UNDP at request of programme countries	Global programme outputs	Output indicators used in reporting on UNDP contribution	Partners	Indicative resources (\$ millions)
6. Policies, strategies and partnerships established to promote public-private sector collaboration and private-sector and market development that benefits the poor and ensures that low-income households and small enterprises have access to a broad range of financial and legal services	(b) Strengthen partners' ability to address the gender discrimination and human rights related aspects of the HIV/AIDS epidemic	5. Percentage of products or services that target specific country typologies (e.g., MICs or LDCs) 6. Percentage of gender-responsive products and services	See above.	See above.
7. Enhanced national capacities to integrate into the global economic system and to compete internationally, consistent with the achievement of the MDGs and other internationally agreed development goals	4. Identify and develop innovative approaches and development financing opportunities			
8. Strengthened national capacities to negotiate and manage development finance, including aid and debt, consistent with the achievement of the MDGs and other internationally agreed development goals	5. Contribute to defining and strengthening development solutions aligned with various country typologies (e.g., MICs or LDCs)			
9. AIDS responses integrated into poverty reduction strategies, MDG-based national development plans, and macroeconomic processes	6. Provide gender-responsive policy and technical advisory services based on gender analysis		<i>United Nations:</i> UNAIDS and all cosponsors, UNV, WHO	
10. Strengthened national capacity for inclusive governance and coordination of AIDS responses, and increased participation of civil society entities and people living with HIV in the design, implementation and evaluation of AIDS programmes			<i>CSOs:</i> Third World Network, Médecins sans frontières, Health Action International, Treatment Action Campaign and Consumer Project on Technology	
11. Policies and programmes implemented through multi-stakeholder approaches to protect the human rights of people affected by AIDS, mitigate gender-related vulnerability, and address the impact of AIDS on women and girls			<i>Global:</i> GFATM	

<b>Global programme contribution to strategic plan goal 2. Fostering democratic governance</b>				
<b>Cross-cutting global programme results:</b>				
1. Multi-dimensional approaches to national development planning 2. Country-level realities and needs reflected in global debates and mechanisms 3. Innovative approaches to meeting development challenges				
<b>Strategic plan outcomes supported by UNDP upon request by programme countries</b>	<b>Global programme outputs</b>	<b>Output indicators used in reporting on UNDP contribution</b>	<b>Partners</b>	<b>Indicative resources (\$ millions)</b>
1. Civil society, including civil society organizations and voluntary associations, and the private sector contribute to the MDGs in support of national planning strategies and policies	1. (a) Initiatives and programmes that strengthen multi-dimensional MDG-based national planning (b) Support for the development of integrated approaches to local development  2. Support for the engagement and participation of programmes in intergovernmental processes and debates  3. Thematic interventions that exploit new opportunities and technologies to strengthen inclusive participation and responsiveness of governing institutions through improved channels of civic engagement, and communication and information flows	1. (a) Percentage of products and services that support MDG-based development planning and implementation (b) Percentage of products and services that support local development strategies (c) Percentage of products and services developed/undertaken jointly by more than one practice area  2. Percentage of practice knowledge products that reflect country level experience in each practice area  3. (a) Number and quality of cross-practice interventions integrated into global processes (b) Number and quality of joint projects, programmes or partnerships between practices  4. (a) Number of pilot projects adopted or scaled up by partners (b) Amount of resources raised for country level development initiatives  5. Percentage of products or services that target specific country typologies (e.g. MICs or LDCs)	BCPR, DESA, NDI, ABA, CMI, European Union  IIDEA, IFES, IFES, DESA, UNDP, EAD, Elections Canada  IPU, NDI, CPA, SADC, SUNY, Arab IPU  UNOHCHR; all United Nations organizations  Microsoft, Article 19  United Nations-Habitat, DFID, SIDA, SDS, 30 anchor institutions  Transparency International, UNOCDP, BMZ Trust Fund	Regular: 6.15  Other: 75
2. Electoral laws, processes and institutions strengthen inclusive participation and professional electoral administration				
3. Access to information policies support accountability and transparency				
4. National, regional and local levels of governance expand their capacities to reduce conflict and manage the equitable delivery of public services				
5. Legislatures, regional elected bodies, and local assemblies have strengthened institutional capacity, enabling them to represent their constituents more effectively				
6. Effective, responsive, accessible and fair justice systems promote the rule of law, including both formal and informal processes, with due consideration on the rights of the poor, women and vulnerable groups.				
7. Strengthened capacities of national human rights institutions				

<b>Strategic plan outcomes supported by UNDP upon request by programme countries</b>	<b>Global programme outputs</b>	<b>Output indicators used in reporting on UNDP contribution</b>	<b>Partners</b>	<b>Indicative resources (\$millions)</b>
8. Strengthened national, regional and local level capacity to mainstream gender equality and women's empowerment in government policies and institutions	4. Identify and develop innovative approaches and development financing opportunities	6. Percentage of gender-responsive products and services	See above.	See above.
9. Strengthened national-, regional- and local-level capacity to implement anti-corruption initiatives	5. Contribute to defining and strengthening development solutions aligned with various country typologies  6. Provide gender-responsive policy and technical advisory services based on gender analysis			

<b>Global programme contribution to strategic plan goal 4. Managing energy and the environment for sustainable development<sup>2</sup></b>				
<b>Cross-cutting global programme results:</b>				
1. Multi-dimensional approaches to national development planning 2. Country-level realities and needs reflected in global debates and mechanisms 3. Innovative approaches to meeting development challenges				
<b>Strategic plan outcomes supported by UNDP upon request by programme countries</b>	<b>Global programme outputs</b>	<b>Output indicators used in reporting on UNDP contribution</b>	<b>Partners</b>	<b>Indicative resources (\$ millions)</b>
1. Strengthened national capacities to mainstream environment and energy concerns into national development plans and implementation systems	1. (a) Initiatives and programmes that strengthen multi-dimensional MDG-based national planning (b) Support for the development of integrated approaches to local development	1. (a) Percentage of products and services that support MDG-based development planning and implementation (b) Percentage of products and services that support local development strategies (c) Percentage of products and services developed/undertaken jointly by more than one practice area	European Union, Netherlands, SIDA, NORAD, UNESCO/IHE, GEF, United States, DFID, ESMAP, WBCSD, France, Germany, Finland, Belgium, DANIDA, Italy, UNF, WBCSD, WLPGA, SIWI, SwissRe, Biodiversity secretariat, TNC, IUCN, Conservation International, CBD,	Regular: 5.42  Other: 560
2. Countries develop and use market mechanisms to support environmental management	2. Support for the engagement and participation of programmes in intergovernmental processes and debates	2. Percentage of practice knowledge products that reflect country level experience in each practice area	(PEP)	
3. Strengthened capacity of developing countries to mainstream climate change adaptation policies into national development plans	3. Thematic interventions that: support cross-practice work to mainstream environment and climate-change concerns into national development processes	3. (a) Number and quality of cross-practice interventions integrated into global processes (b) Number and quality of joint projects, programmes or partnerships between practices	UNESCO, DESA, UNIDO, UNCCD secretariat, World Energy Council, Global Network on Energy for Sustainable Development	
4. Strengthened capacity of local institutions to manage the environment and expand environment and energy services, especially to the poor	4. Identify and develop innovative approaches and development financing opportunities. 5. Contribute to defining and strengthening development solutions aligned with various country typologies	4. (a) Number of pilot projects adopted or scaled up by partners (b) Amount of resource raised for country-level development initiatives	IIED, Harvard University, WRI, TNC, Conservation International, CFA, IDRC, TVE University of Manitoba	
	6. Provide gender-responsive policy and technical advisory services based on gender analysis	5. Percentage of products or services that target specific country typologies (e.g., MICs or LDCs)	MLF, UNEP, UNITAR, WHO	
		6. Percentage of gender-responsive products and services		

Global programme contribution to strategic plan cross-cutting development results				
Strategic plan outcomes supported by UNDP upon request by programme countries	Global programme outputs	Output indicators used in reporting on UNDP contribution	Partners	Indicative resources (\$ millions)
1. UNDP programmes/projects integrate capacity development	1. Tools, methodologies, policies and peer learning based on best practices	1. Percentage of new country and regional programmes that integrate capacity development to support national development planning 2. Percentage of partners that rate UNDP programmes/projects “effective in developing national capacity”	LENCD; ECPDM; OCED/DAC; Capacity Collective; LEAD International; JICA; GTZ; DFID; SNV; WBI; Development Gateway Foundation	Regular: 4 Other: 7.5
2. UNDP programmes/projects integrate gender equality and women’s empowerment in line with the UNDP gender equality strategy, 2008-2011	2. Improved programming guidance for more results-oriented and effective programming 3. Partnerships	1. Percentage of new country and regional programmes that integrate gender equality and women’s empowerment in line with UNDP gender equality strategy, 2008-2011 2. Percentage of partners that rate UNDP as “effectively promoting gender equality and women’s empowerment”	UNIFEM, ILO, IOM, DESA, DAW, UNRISD, UNEP, UN-Habitat, IUCN, DPA, DPKO, the UNAIDS secretariat and Co-sponsors, UN Regional Economic Commissions, OHCHR, UN-INSTRAW, UNIDEP, IPU, The World Bank, Regional Development Banks, The Huairou Commission; WEDO, NGO Committee on Women, Peace and Security), NDI, IIDEA, Bridge, Levy Institute, Makerere University, International Association for Feminist Economists	Regular: 3.6 Additional ‘core’ allotment: 9.6 <sup>3</sup> Other: 7.5
3. South-South approaches to development mainstreamed in national development plans and the work of United Nations organizations		1. Number of partnerships established with Southern-based development institutions with the support of the global programme 2. Number of peer support missions realized with the support of the global programme 3. Number of South-South development cooperation frameworks established, including through triangular cooperation, with the support of the global programme	Partners to be identified at group level and by thematic and regional service centres.	Regular: 6 Other: 4.5

Strategic plan outcomes supported by UNDP upon request by programme countries	Global programme outputs	Output indicators used in reporting on UNDP contribution	Partners	Indicative resources (\$ millions)
4. UNDP country programmes are clearly and explicitly linked with and in support of national development plans and priorities	See above.	1. Percentage of country programmes fully aligned with national development plans 2. Percentage of partners that rate UNDP “effective in ensuring national ownership in the selection and design of UNDP programmes”	Same as outcome 1.	Included under resources for outcome 1.
5. UNDP meets aid effectiveness standards		Percentage of partners that rate UNDP “effective in improving national aid management capacity”	Same as outcome 1.	Included under resources for outcome 1.

## B. Institutional results

Strategic plan outputs	Related global programme outputs	Strategic plan and global programme output indicators	Indicative resources (\$ millions)
<b>Strategic plan output 10. Knowledge management frameworks, products and services support the policy, programming and project cycles</b>	Knowledge management platform conceptualized and developed	<ol style="list-style-type: none"> <li>1. Percentage of country offices reporting that communities of practice and knowledge networks are integral to their daily work</li> <li>2. Percentage of country offices reporting satisfaction with the quality and relevance of knowledge products and services provided</li> <li>3. ‘Teamworks’ platform established and integrated with other corporate systems</li> <li>4. Number of users trained and utilizing ‘Teamworks’</li> </ol>	Regular: 11.2  Other: 7.5
<b>Strategic plan output 11. Capacity development is the overarching contribution of UNDP to development</b>	Capacity-building programme and tools implemented	<ol style="list-style-type: none"> <li>1. Percentage of relevant professional staff trained in capacity development concepts, strategies and applications</li> </ol>	Included under resources for practice output (below).
<b>Strategic plan output 12. UNDP builds internal capacity to address gender dimensions in all its work.</b>	Capacity-building programme and tools implemented	<ol style="list-style-type: none"> <li>1. Percentage of country offices that have established a gender focal team, led by a senior manager.</li> <li>2. Percentage of professional staff trained in and utilizing gender-development concepts, strategies and applications</li> <li>3. Gender-equality results included in UNDP evaluation, reporting and accountability processes and mechanisms.</li> </ol>	Included under resources for practice output (below).
Additional global programme outputs		Global programme output indicators	Indicative resources (\$ millions)
<b>1. Practice approach and service delivery model implemented – promoting responsive, streamlined policy advisory services and high-quality, relevant knowledge products<sup>4</sup></b>		<ol style="list-style-type: none"> <li>1. Percentage of service areas with active communities of practitioners established through ‘Teamworks’</li> <li>2. Percentage of service areas that have fully implemented four of the eight standard steps for effective service delivery</li> <li>3. Percentage of knowledge products receiving the highest rating for client satisfaction</li> <li>4. Percentage of country offices that report being “fully satisfied” with advisory support services</li> </ol>	Regular: 37.5
<b>2. Global programme-sponsored initiatives contribute to United Nations partnerships, by clarifying comparative advantage and collaboration mechanisms, establishing partnerships, and integrating United Nations partners into ‘Teamworks’ and the service delivery model</b>		<ol style="list-style-type: none"> <li>1. Percentage of practice areas that have a clearly delineated niche and contribution vis-à-vis United Nations partners</li> <li>2. Percentage of ‘Teamworks’ membership among other United Nations partners</li> <li>3. Percentage of resource mobilization initiatives jointly undertaken with at least one United Nations partner</li> </ol>	Regular: 9.7

### **Acronyms and abbreviations used in annex tables**

ABA – American Bar Association

BMZ – German Federal Ministry for Economic Cooperation and Development Trust Fund

CBD – Convention on Biological Diversity

CFA – Conservation Finance Alliance

CPA – Commonwealth Parliamentary Association

CSO – Civil society organization

DANIDA – Danish International Development Agency

DAW – United Nations Division for the Advancement of Women

DFID – United Kingdom Department for International Development

DGF – Development Gateway Foundation

DPA – United Nations Department for Political Affairs

DPKO – United Nations Department for Peacekeeping Operations

EAD – United Nations Electoral Assistance Division

ECPDM – European Center for Development Policy Management

ESMAP – Energy Sector Management Assistance Programme

EU – European Union

GEF – Global Environment Facility

GFATM – The Global Fund to Fight AIDS, Tuberculosis and Malaria

GTZ – German Agency for Technical Cooperation

IIDEA – International Institute for Democracy and Electoral Assistance

IDRC – International Development Research Centre

IDS – Institute for Development Studies

IFE – Mexico Federal Electoral Institute

IFES – International Foundation for Electoral Systems

IIED – International Institute for Environment and Development

ILO – International Labour Organization

IMF – International Monetary Fund

IOM – International Organization for Migration

IPU – Inter-Parliamentary Union

IPU – Inter-Parliamentary Union

IUCN – International Union for Conservation of Nature

JICA – Japan International Cooperation Agency

LDC – Least developed country

LENCOD – Learning Network on Capacity Development

MDG – Millennium Development Goal

MIC – Middle-income country

MLF – Multilateral Fund for the Implementation of the Montreal Protocol

NDI – National Democratic Institute

NGO – Non-governmental organization

NORAD – Norwegian Agency for Development Cooperation

OECD/DAC – Development Assistance Committee of the Organisation for Economic Co-operation and Development

OHCHR – United Nations Office of the High Commissioner for Human Rights

PEP – Poverty-Environment Partnership



SADC – Southern African Development Community  
SIDA – Swedish International Development Cooperation Agency  
SIWI – Stockholm International Water Institute  
SNV – Netherlands Development Organization  
SUNY – State University of New York

TNC – The Nature Conservancy  
TVE – Television Trust for Environment

UN-INSTRAW – United Nations International Research and Training Institute for the Advancement of Women  
UNRISD – United Nations Research Institute for Social Development  
UNAIDS – Joint United Nations Programme on HIV/AIDS  
UNCCD – United Nations Convention to Combat Desertification and Drought  
UNCTAD – United Nations Conference on Trade and Development  
UNEP – United Nations Environment Programme  
UNESCO – United Nations Educational, Scientific and Cultural Organization  
IHE – Institute for Water Education  
UNF – United Nations Foundation  
UNIDEP – United Nations African Institute for Economic Development and Planning (Senegal)  
UNIDO – United Nations Industrial Development Organization  
UNIFEM – United Nations Development Fund for Women  
UNITAR – United Nations Institute for Training and Research  
UNOCDP – United Nations Office for Crime and Drug Prevention  
UNSD – United Nations Statistics Division  
UNV – United Nations Volunteers

WBCSD – World Business Council for Sustainable Development  
WBI – World Bank Institute  
WEC – World Energy Council  
WEDO – Women’s Environment and Development Organization  
WHO – World Health Organization  
WLPGA – World Liquefied Petroleum Gas Association  
WRI – World Resources Institute  
WTO – World Trade Organization