Technical Competencies

Overview

The Framework includes a set of detailed taxonomies of the technical knowledge, skills and experiences required of personnel working in individual jobs across functional areas, and across all career streams. The initial lists have been developed and are owned and regularly updated by the respective technical Bureaus and Offices. Taxonomies of the technical competencies will provide a basis for the UNDP continuous capacity mapping and periodic assessment of capacity gaps.

The table below outlines the technical competencies in thematic and non-thematic areas as of today. The technical competency list is a living document and will be updated regularly.

Knowledge Domain	Technical Competencies	Definitions
Audit & Investigation		
Audit & Investigation - General	Financial and Managerial Accounting and Finance key concepts	Key concepts and principles of financial accounting, interpret financial analysis, managerial accounting, etc.
Audit & Investigation - Audit	Fraud awareness and investigation techniques	Basic knowledge to understand the foundations of fraud, how to detect red flags and conduct initial fact findings
Audit & Investigation - Audit	Critical creative and foresight applied to audit and investigation	Possess essential critical thinking and foresight capacity to analyse facts to form a judgment.
Audit & Investigation - Audit	Information technology and information security risks concepts, techniques, and tools	Ability to understand key application and system software, IT infrastructure and IT control frameworks. In the case of Investigators, this extend to using Investigative software.
Audit & Investigation - Audit	Internal auditing standards, practices, and techniques	Knowledge of key notions and concepts, practices, and methodologies of internal auditing (IPPF and Other IIA Standards, COSO). Undertake audit assignments in accordance with international professional standards in respect of operational audits, financial audits, performance audits, project audits and provision of advisory services
Audit & Investigation - Audit	Computer Assisted Audit Techniques (CAATs)	Proficiency in the use of CAATs (Computer Assisted Audit Tools) such as Electronic working paper software and ACL or IDEA
Audit & Investigation - Audit	Performance key concepts and techniques	Ability to understand and use various concepts such as efficiency, effectiveness and economy.
Audit & Investigation - Investigation	Procurement concepts, processes, and management	Knowledge of procurement processes and management
Audit & Investigation - Investigation	Investigative interviewing	Ability to conduct investigative interviews with all types of investigation participants, including witnesses and subjects, using an approach tailored to the interviewee and the investigation
Audit & Investigation - Investigation	Evidence handling procedures	Ability to acquire, compile and safeguard information in a forensically sound manner to keep evidence integrity and chain of custody

Audit & Investigation - Investigation	Investigation management and investigative techniques	The ability to manage an investigation, choose avenues of inquiry and apply different techniques during an investigation, including investigative interviewing; seizure of documentary and electronic evidence; identification, collection, review and analysis of all types of evidence, including project, procurement and commercial business documentation and electronic communications; forensic analysis; verification site visits; open source research
Audit & Investigation - Investigation	Open-Source investigation techniques	Ability to use tools and techniques to obtain open source information, including social media information, in the context of an investigation
Audit & Investigation - Investigation	Collection and analysis of evidence	Ability to extract and analyse all relevant types of evidence and be able to draw reasonable inferences and conclusions.
Audit & Investigation - Investigation	Technology tools and applications for investigations	Ability to understand key application and system software, IT infrastructure, IT Control frameworks and the use of forensic investigation software
Audit & Investigation - Investigation	Investigations of sexual misconduct	Ability to discern and handle the intricacies of investigations including sexual exploitation and abuse, sexual assault and sexual harassment allegations
Digital & Innovation		
Digital & Innovation	Data analysis	Ability to extract, analyse and visualize data (including Real-Time Data) to form meaningful insights and aid effective decision making
Digital & Innovation	Data privacy and digital ethics	Knowledge of ethical usage of digital technology (e.g. AI, robotics, automation) and data. Ability to assess ethical implications when using, combining or sharing data, when building or implementing AI systems, and when advising on robotisation and automation etc. Ability to design privacy protocols to ensure data is protected and used for legitimate purposes without unnecessary privacy risks.
Digital & Innovation	Data collection	Being skilled in Data Sorting, Data Cleaning, Survey Administration, Presentation and Reporting including collection of Real-Time Data (e.g. mobile data, satellite data, sensor data).
Digital & Innovation	Data engineering	Ability in programming languages such as SQL, Python, and R, be adept at finding warehousing solutions, and using ETL (Extract, Transfer, Load) tools, and understanding basic machine learning and algorithms.
Digital & Innovation	Data governance	Knowledge of data science, skills to develop data management tools, organize and maintain databases and operate data visualization technologies
Digital & Innovation	Data storytelling and communications	Skilled in building a narrative around a set of data and its accompanying visualizations to help convey the meaning of that data in a powerful and compelling fashion.

Digital & Innovation	Data strategy and management	Knowledge to draft or execute a data strategy or a data management framework
Digital & Innovation	Geospatial analysis	Skilled in techniques which study entities using their topological, geometric, or geographic properties.
Digital & Innovation	Machine learning	Skilled in computer algorithms that improve automatically through experience and by the use of data
Digital & Innovation	A/B testing - design and conduct of testing	Knowledge of A/B testing methods and ability to apply them practically
Digital & Innovation	Digital ecosystems	Knowledge of how they work, understanding of the opportunities and challenges for governments and society
Digital & Innovation	Blockchain engineering	Ability to design and build blockchain-based solutions
Digital & Innovation	Blockchain advice	Knowledge of how blockchain works, and ability to advise on the opportunities and challenges for governments and society
Digital & Innovation	Behaviour change communication/communication for development	Knowledge of appropriate digital communication methodologies for development and behaviour change, and ability to apply them practically
Digital & Innovation	Connectivity and the digital divide	Knowledge of how connectivity and the digital divide work, understanding of the opportunities and challenges for governments and society
Digital & Innovation	Digital business analysis	Ability to support digital business processes across a range of digital projects, programmes and activities.
Digital & Innovation	Digital identity & wellbeing	Knowledge of issues around digital identity and digital wellbeing and the ability to advise safe/healthy practices in regards to these areas.
Digital & Innovation	Digital inclusion	Knowledge of how digital inclusion works, opportunities and challenges for governments and society
Digital & Innovation	Digital learning & development	Knowledge of digital learning methods and ability to design and develop digital learning programmes.
Digital & Innovation	Digital marketing	Knowledge of digital marketing methods and ability to apply them practically
Digital & Innovation	Digital product design	Ability to design digital products which are user-centred, intuitive, functional and achieve desired outcomes
Digital & Innovation	Digital product management	Ability to design and lead digital product development including testing, ongoing product iteration, product strategy and delivery.
Digital & Innovation	Digital public goods	Knowledge of how it works, understanding of the opportunities and challenges for governments and society
Digital & Innovation	Policy/regulations for digital and emerging technology	Ability to design or advise on regulations and policy for digital and emerging technology.
Digital & Innovation	Digital thought leadership	Ongoing research into emerging technologies and digital trends and the applications, risks, and opportunities associated with digital adoption, combined with the ability to communicate this synthesis with a broad audience.

Digital & Innovation	E-governance	Knowledge of how it works, understanding of the opportunities and challenges for governments and society
Digital & Innovation	Experience design	Knowledge of experience design methodologies and ability to design end-to-end experiences that meet user and business needs
Digital & Innovation	Facilitation of digital innovation	Ability to facilitate groups and individuals through a digital innovation process
Digital & Innovation	Internet of things (IoT) advice	Knowledge of how IoT works, and ability to advise on the opportunities and challenges for governments and society
Digital & Innovation	Lean start-up	Knowledge of Lean Start-up methodologies and ability to apply them practically
Digital & Innovation	Misinformation	Knowledge of how misinformation works, understanding of the opportunities and challenges for governments and society
Digital & Innovation	Online facilitation using virtual whiteboard software	Creation and use of virtual whiteboards to create engaging interactive workshops and meetings
Digital & Innovation	Programming, Web and App Development	Ability to build websites, platforms and apps that are effective and intuitive to use.
Digital & Innovation	Social Media	Knowledge of social media and ability to advise the use of social media for development outcomes
Digital & Innovation	Digital transformation design	Practical and strategic skills in digital transformation for governments and organisations.
Digital & Innovation	Transformation in developing organizations	Knowledge of re-designing processes and leading projects that involve development issues
Digital & Innovation	User-centred design, user research, user testing	Knowledge of user-centred design methodologies and ability to apply them practically
Digital & Innovation	Innovation ecosystem curation	Ability to identify key players in an ecosystem, engage with them and mobilise them to build a community and over time a movement around a common mission that can bring about changes at the system level. Ability to give sense of purpose and build trust, develop programmes of activities and platforms to build and strengthen relationships.
Digital & Innovation	Agile' methodologies and practices	Ability to manage projects and processes through continuous iteration, learning and improvement. Ability to manage a self-organising cross-functional teams, foster a team culture of curiosity and learning. Being nimble and being able to improvise and quickly adjust to unforeseen events or changes in conditions or context.
Digital & Innovation	Alternative finance	Ability to identify potential alternative forms of finance and mobilise them for the purpose of addressing development challenges. Ability to review the skills, capacities, procedures and protocols that are needed to enable new financial mechanisms. Ability to assess the risks, limitations and implications of using new financial mechanisms.

		Set up the processes and structures to design, testing and implement new financial mechanisms. Managing outreach and stakeholder engagement
Digital & Innovation	Behavioural insights	Knowing when it is appropriate to use behavioural insights, having theoretical knowledge and basic understanding of principles of human behaviour; being aware of both the benefits and limitations of Behavioural Insights and adhere to ethical standards and guides when using them. Being able to define specific behavioural goals (what to change), explore and understand barriers and contextual factors to desired behaviours, use principles from behavioural science to generate ideas for nudges and interventions, use experimental methods to improve ideas (prototyping) or evaluate impact (trials). Use these results to develop a scaling strategy for interventions that work or inform policy design.
Digital & Innovation	Co-creation	Ability to design and facilitate a process that enables a diverse group of stakeholders to solve a common problem, develop a practice, or create knowledge together. Ability to embrace diversity, work with a diverse group of stakeholders understand their interests, perspectives and views and tap into to them as a source for creativity. Ability to facilitate processes and create conditions that are open for diverse inputs, stimulate collaboration and sharing.
Digital & Innovation	Collective intelligence design	Ability to design, lead or manage processes that help a collective to become smarter together by bringing together diverse groups of people, data, and technology. Ability to define and articulate why and how collective intelligence can add value to development programming (understanding problems; finding solutions; decision making and mobilising action; monitoring progress in real time, learning and adapting) Being able to integrate different types of data (real-time, 'ground- truth' and novel data) to unlock fresh insights. Understand guidelines and principles around data privacy, ethics and protection. Increase diversity of inputs – and look beyond the 'usual suspects', ability to navigate and manage a variety of actors, appreciate the diversity in perspectives, opinions, expertise. Ability to facilitate platforms or sessions where people can contribute by providing their views and ideas independently and freely. Being people-centred: ensure people understand and can determine how their data is used. Feed back

		inputs and insights to empower people, don't extract data.
Digital & Innovation	Creative facilitation	Ability to design workshops that considers and addresses multiple interests, agendas, worldviews; set out clear objectives and engaging activities; select appropriate tools, materials, resources that are needed to enable or support the activities. Ability to swiftly build rapport with participants and create a safe space (on- and offline) where they feel comfortable to share their views, concerns, experiences and reflections; supporting this with a range of tools to stimulate active participation. Ability to facilitate inclusive conversations, ability to work with a diverse set of people with different backgrounds, seniority and expert levels, using different approaches tailored to fit the people in the room, drawing out the perspectives and ideas of each individual and making decisions through deliberation and discussion across a group. Ability to pace a session, adjust to the abilities and energy levels of attendees and the nature or purpose of an exercise. Being flexible and able to improvise; adapting and changing approaches in response to the needs, while staying true to the intent and objectives of the session.
Digital & Innovation	Data literacy	Understand the potential as well as the limitations of using data driven innovation. Ability to use a mix of data sources (quantitative, qualitative or real-time techniques) to develop understanding, identify patterns to inform decision making or identify opportunities for further exploration.
Digital & Innovation	Design thinking	Solving problems by putting people at the centre, visualising ideas and making them tangible in order to improve them through and iterative process of developing and testing. Strong empathy skills, being able to put yourself ""in someone else's shoes"", understand needs, abilities, preferences, motivations, (everyday) experiences from different perspectives as well as their cultural, social, economical and political contexts. Ability to identify and challenge assumptions, (cognitive and social) biases and dominant mental models by generating new perspectives and frames that help redefine the problem, solution and opportunity space. Being able to work with incomplete information, ambiguity and opposing views, needs and constraints and synthesise them into solutions that are viable, technically feasible and useful.
Digital & Innovation	Developmental evaluation	Learning and adaptation focused: ability to promote and facilitate ongoing reflection and adaptation; aimed

		at informing learning and portfolio related decision making. Being comfortable with unknown unknowns, uncertainty and understand the traits and value of working with emergence. Being able to give direction rather than destination: monitor and learn about how we understand the present and our direction towards something better (general intent) – not measuring progress and milestones towards a specific pre-defined goal Being able to carry out evaluation thinking in complex systems and adapting evaluation strategies to changing realities. Being inclusive, collaborative and co-creative: being able to design and implement evaluation frameworks with the variety of stakeholders and beneficiaries involved. Being flexible and able to use of a mix of methods, having a high tolerance for ambiguity and can draw on a variety of qualitative and quantitative evidence, is open to unorthodox types of evidence. Ability to set up the structures, conditions, rituals to create a culture for curiosity, reflection and learning and promote evaluation results and insights from a learning perspective. Understand key principles of systems and complexity theory.
Digital & Innovation	Ethnography	Ability to build rapport and empathy with people and vulnerable communities to learn about their everyday lives, experiences and context. Being able to identify and understand patterns of relations, and their meaning, between different entities (i.e. of people, objects, animals, etc.) Being able to immerse deeply in the context of a community and look at it from an ""insiders perspective"" to understand how realities are socially constructed and understand and appreciated these realities; explore perceptions, motivations, preferences, needs, rituals to understand ""why people do things the way they do"". Being inclusive when using digital tools engaging with communities; have a thorough understanding of ethical guidelines when engaging with vulnerable communities. Ability to translate observations into compelling insights for community empowerment or to inform decision making, problem solving and policy design.
Digital & Innovation	Experimentation	Ability to design, run and manage tests to evaluate ideas, solutions, or interventions to address development challenges, observe and learn about (system-wide) effects and implications.

		Selecting appropriate experimentation methods, tools to fit with specific learning purposes (probe, trail & error, validate), conditions and constraints; being able to assess their potential risks, trade-offs and ethical ramifications. Ability to turn test results into recommendations, document and present them in compelling ways to inform further improvements, iterative development cycles, planning and decision making.
Digital & Innovation	Futures & foresight	Ability to look at information from the past and present, identify patterns and trends and use them to inform decision making with a long-term view. Being sensitive and able to scan horizons and pick up weak signals of change, explore their potential implications and assess their impact and urgency. Using creativity and imagination to communicate insights in compelling and engaging ways to challenge current mental models; ability to develop scenarios, speculative designs to present future visions or by making it experiential. Being able to facilitate debate and discussion about possible futures; help people to feel comfortable with the discomfort of uncertainty.
Digital & Innovation	Innovation capacity building	Ability to define and create the conditions for trying out new ways of working or introducing new problem solving approaches to an organisation. Ability to develop, manage and evaluate a learning curriculum that raises awareness, builds confidence, strengthens innovation capabilities around a certain method, tool or technique; or helps develop an innovation mindset. Ability to create the authorising environment (mandate, incentives) to embed and spread new ways of working. In-depth knowledge of one or more innovation methods, broad knowledge of innovation processes and innovation management. Ability to align a learning and development strategy with broader innovation strategy.
Digital & Innovation	Innovation management	Being able to create the, strategies, conditions, structures and systems to enable innovation at an organisational level. Ability to navigate uncertainty and ambiguity, is able manage projects based principles of adaptation and emergence. Ability to shape demand for innovation services, navigate political constraints and make the case for allocation of resources to innovation, connect the appropriate innovation approaches based on business needs and make the case for innovation to be integrated at the planning level within their context. Having in-depth theoretical and experiential

		knowledge of innovation processes, methods, capabilities.
Digital & Innovation	Portfolio design & management	Ability to identify leverage points in systems and design interventions that address them. The value of the interventions is determined not in isolation, but as part of the overall portfolio and their coherence. Ability to design processes that extract learning on an ongoing basis from existing portfolios, so that learning accrues over time and new options for action are continuously generated. Build a learning ecosystem around a complex development challenge: being able to mobilise a variety of stakeholders and help them learn and work together. Understand key principles of systems and complexity theory.
Digital & Innovation	Prototyping	Ability to make ideas tangible, at low costs early in the innovation process, to test and improve them through iteration. Using a ""build first"" approach, using visualising ideas and making things as a way of thinking. Ability to define what fidelity level is required for a test, define prototyping goals, or a hypotheses; evaluate results against these goals and reflect on unanticipated learning outcomes. Using prototypes to communicate a vision, develop shared understanding and create momentum around an idea.
Digital & Innovation	Regulatory sandboxes	Manage or advise on setting up a regulatory testbeds that stay true to the core principles of an organisation while making it easier of certain players to test out new propositions, operational or business models. Ability to determine and advocate the purpose of a sandbox, what is the experiment for, what potential learnings look like and build a business case to invest in it. Ability to extract learnings from previous experiences and posses firm understanding of what rules are essential and why, and which can stand flexibility. Being able to anticipate, assess and manage risks, identify and resolve deficiencies in skills and expertise, set clear boundaries around the scope and duration of the experiment and have a clear exit strategy.
Digital & Innovation	Sensemaking	Being curious about ""what's going on?"" in the world or direct business environment, grasp 'thick data', separate signals from noise, adopt new frames to identify (non-obvious) patterns. Ability to facilitate group reflection and induce collective learning to extract meaning from experiences; socialise these insights to inform

		problem solving, decision making, strategic planning or future work. Ability to share and disseminate new perspectives or understandings influencing how key stakeholders socially construct meaning.
Digital & Innovation	Solutions mapping	Ability to engage and build rapport with vulnerable communities and get consent, facilitate participatory processes and navigate intricate power relations and cultural dynamics. Having the sensitivity and ability to identify grassroots solutions, capacities, assets, coping strategies that impacted communities have developed or used to address (emerging) development challenges. Being able to understand these solutions from a people's perspective and learn about the conditions that enable or prevent communities from developing such grassroots solutions or coping mechanisms. Understand how solutions and needs are paired, and how grassroots solutions can be used as an entry point to identify unaddressed or unmet development challenges and how to use these insights to inform policy design. Ability to reverse engineer solutions, understanding what aspects (artefactual, principles, conditions, configuration) can be scaled and how, being able to assess their potential to be transferred to other domains, regions or contexts and build a case for that. Ability to appreciate and integrate various sources of knowledge (academic, experiential, observational, traditional, indigenous) in problem solving processes. Set up structures and processes to collect ideas, solutions and facilitate matchmaking between supply and demand of solutions."
Digital & Innovation	Story telling	Ability to empathise with people's perceptions, motivations, feelings and mental models and craft narratives to build an emotive argument for change accordingly. Ability to present data, insights or information in compelling ways to mobilise resources, talent or action. Ability to choose media and channels that is fit for purpose to reach specific target audiences.
Digital & Innovation	Systems thinking & transformation	Understand that complex problems need a non-reductionistic, holistic approach. Ability to explore challenges from multiple perspectives by zooming in and out, with a focus on relationships and flows rather than individual elements; understand how certain dynamics and conditions are driving and influencing an issue. Ability to develop a collective understanding by a mapping systems and their dynamics (e.g. flows or

		resources, information; power relations); is able to handle ambiguity and can help others navigate it. Being able to identify intervention points to leverage change and system transformation by setting out a coherent collection of multiple interventions to probe the system for desirable effects. Understand that change is non-linear and unpredictable; being comfortable and able to work with emergence.
Digital & Innovation	Team design & management	Ability to create a clear sense of shared purpose while leveraging curiosity, expertise and agency at an individual level. Set up and manage team rituals and rhythms that create a safe space for learning and reflection. Foster a positive culture around failure, encourage exploration, experimentation. Set the conditions and structures for 'fluid' team modelling and distributed leadership enabling the team to continuously develop and renew itself. Ability to create synergy between team members with diverse professional and cultural backgrounds, being able to leverage their broad knowledge and skillsets.
Digital & Innovation	Tech literacy	Ability to apply new digital tools or adapting their original use to create new insights, fresh perspectives or develop solutions. Understand the potential as well as the limitations of certain technological developments; being able to identify how technology can add value when it's used as a ""means to an end"".
Digital & Innovation	Visualisation & mapping	Ability to visualise and clarify ideas, processes or (complex) situations by making quick sketches, drawings or using diagrams, illustrations, photos, videos, animations, three dimensional mock-ups to support group dialogues, reflection, ideation, problem solving or decision making. Using abstraction, analogical and metaphorical thinking to create compelling visuals, maps, models or embodied thinking that provide new perspectives and help a group of disparate actors to find a common language and develop a shared mental model. Ability to quickly grasp the dynamics of a complex system, identify key elements, entities and their relations, create maps or models that help people inside the system, or outsiders, understand its dynamics; being able to swiftly make sense of an undifferentiated mass of information, extract its very essence, and turn that into key messages and visualisations.
Ethics		

Ethics	Ethics Advice & Guidance	Ability to quickly analyse complex fact patterns and provide comprehensive, sensitive, and confidential ethics advice and guidance
Ethics	Financial Disclosure and Conflict of Interest	Analyse and eliminate or mitigate potential and actual conflicts of interest disclosed in the annual financial disclosure programme
Ethics	Whistle-blower Protections	Ability to quickly analyse complex fact patterns and conduct comprehensive preliminary reviews, including collection of evidence to determine whether it is more likely than not that retaliation has taken place or is threatened, because the complainant filed an allegation of misconduct or took part in an authorized audit or investigation. If retaliation is proven, recommend measures to protect staff from retaliation and promote whistleblowing;
Ethics	Ethics Education and Training	Ability to provide education and training on ethics, values, and standards and promote staff awareness of ethical behaviour and ethical decision making;
Ethics	Ethical Implications of Policy Development	Consult on the ethical implications within all policy development and standard setting.
Ethics	UN policy knowledge - ethics	Knowledge and understanding of the UN Staff Regulations and Rules and other policies relating to ethics and integrity
Ethics	Legal Analysis and Report Writing	Ability to apply legal analysis to a diverse range of complex issues, and express themselves clearly; ability to communicate well, to all levels of staff and contractors/consultants, governments et.al.
External Relations & Advocacy		
General (across the functions)	Event planning and execution	Ability to plan, manage and execute of public and private events to ensure that they support and amplify individual communications and advocacy initiatives, as well as UNDP's overall brand and mandate.
UN System Affairs	Intergovernmental affairs	Knowledge of intergovernmental bodies (General Assembly, ECOSOC, UNDESA, etc.), including respective mandates, ways of working, and negotiation processes
General (across the functions)	Public relations	Ability to build and maintain an overall positive public image for the organisation, its mandate and its brand, while ensuring that individual campaigns and other communications and advocacy initiatives are supported in reaching the public
Communications	Advocacy strategy and implementation	Ability to create and implement advocacy strategies which lead to impactful change
Communications	Brand & quality management	Ability to position a UNDP brand and uphold it to a high level of quality
Communications	Campaign management	Ability to produce and implement communications and advocacy campaigns which lead to impactful change
Communications	Celebrity management	Build and maintain productive and positive relationships with celebrities and other high-profile influencers

Communications	Creative direction and copywriting	Ability to creatively communicate concepts in an engaging and simple way
Communications	Crisis and reputational risk	Ability to prepare for and respond to potential issues that may negatively impact UNDP's reputation
Communications	Digital asset management	Ability to use digital asset management (DAM) systems to effectively store, share and organize digital assets such as images, videos and other media
Communications	Digital strategy	Ability to plan the use of resources through digital channels to reach and engage target audiences effectively and to achieve particular objectives
Communications	Graphic design	Ability to communicate visually and create appealing UNDP graphic products
Communications	Marketing	Ability to communicate the value of a product or service
Communications	Marketing research and data analysis	Ability to create actionable marketing intelligence based on primary and secondary research and data analysis
Communications	Media Relations	Ability to develop media relations across all aspects of media work including relationships with media and preparing media materials such as messages
Communications	Mobile design and development	Ability to design, code, develop and create effective digital experiences for mobile users
Communications	Multimedia production	Ability to create and combine images, text and audio-visuals to produce multimedia content
Communications	Multimedia writing/editing	Ability to create and/or edit written content for multimedia
Communications	Online fundraising and appeals	Ability to plan and use online and mobile technology and software to engage audiences and raise funds
Communications	Photo production	Ability to create, edit, organize and coordinate photographic material
Communications	Social Media management	Ability to represent and promote the UNDP brand in virtual communities and networks
Communications	UX design	Ability to create digital products that provide an engaging and relevant experience to users
Communications	Video production	Ability to produce or oversee the production of high-quality video and audio products
Communications	Web and social media analytics	Ability to analyse and interpret data and statistics to measure web and social media performance
Communications	Web production and development	Ability to design, code, develop and create a website or web page
Communications	Writing and editing	Ability to create and/or edit written content in different UN languages.
Partnership management	IFI Partnerships	Knowledge and understanding of IFIs (strategies, approaches, processes and systems)
Partnership management	EU Partnerships	Knowledge and understanding of EU strategies, approached, processes and systems
Partnership management	OECD/DAC Partnerships	Knowledge and understanding of OECD DAC Members policy, strategy, systems and decision-making processes related to ODA
Partnership management	Private sector engagement	Ability to identify, conduct outreach, and manage relationships with the private sector

Partnership management	Private sector resource mobilization	Ability to identify, develop and manage partnerships that leverage private sector technical expertise and resources.
Partnership management	Relationship management	Ability to engage with a wide range of public and private partners, build, sustain and/or strengthen working relations, trust and mutual understanding
Partnership management	Emerging partnerships	Ability to engage with emerging partners, develop and manage a strategy and develop approaches to developing and managing these new strategic partnerships
Partnership management	Multi-stakeholder engagement and funding	Knowledge and ability to forge multi-stakeholder partnerships, and remove any obstacles to resource mobilization and multi-stakeholder funding platforms
Partnership management	CSO engagement	Knowledge and understanding of CSOs and the ability to engage with CSOs
Partnership management	Resource mobilization	Ability to identify funding sources, match funding needs (programmes/projects/initiatives) with funding opportunities, and establish a plan to meet funding requirements
Partnership management	Strategic engagement	Ability to capture and sustain attention, interest and agreement of high-level, influential policy and decision makers and secure their buy-in of high-level vision and objectives
Legal		
Legal	Knowledge of applicable legal framework	Understanding of the legal norms as applied to the United Nations in general, and to UNDP in particular. This includes an understanding of the structure, functioning and operations of UNDP within the broader UN system and the application of international treaties, including the UN Charter, GA resolutions, the relevant basic country assistance agreement and UN system-wide legal instruments, as well as an understanding of the internal legal framework (financial regulations and rules, policies, and procedures) of UNDP.
Legal	Knowledge of privileges and immunities	Understanding of the legal basis for privileges and immunities, specifically the General Convention and the standard basic assistance agreement, and the application of privileges and immunities corporately and to UN officials.
Legal	Legal analysis skills	The ability to digest a large amount of information and facts in order to frame and understand an issue, apply the legal framework to the particular set of facts and present a coherent and comprehensive analysis of the situation presented in order to deliver practical and meaningful advice. This skill includes the ability to provide an objective assessment of the case, the organization's best arguments for proceeding and a recommended course of action. It also includes the capacity to think creatively and flexibly, within the applicable legal framework.

Legal	Legal writing skills	The ability to analyse fact patterns and present argumentation in written form. This includes the ability to draft memoranda, legal briefs and other submissions to external parties, in both an advocacy and objective format, and legal opinions. It also includes the ability to convey legal analysis and recommendations to internal parties in written form, with a particular view towards communicating for the particular audience who may not be a lawyer or have legal background.
Legal	Legal advocacy and presentation skills	The ability to articulate and present legal analysis orally, both in a persuasive and objective format and for a variety of different audiences (e.g. the governments, administrative tribunals, arbitrators, management, donors, and other partners). This skill requires an ability to identify lines of argument, anticipate counter-arguments, interact in a dynamic and engaging way about legal issues, as well as the ability to think on one's feet and strategically, in a solution-oriented manner, when confronted with new facts or issues within the context of a discussion or presentation.
Legal	Legal research	The ability to identify and retrieve information to support legal positions and corporate decision making from all relevant sources. In the UNDP context, this skill includes, amongst other things, proactive seeking of information in anticipation of the different angles that any given issue may present.
Legal	Negotiation	The ability to lead efforts to work with others to conclude or settle a matter. These are often soft skills and include abilities such as communication, persuasion, planning, strategizing and cooperating. In the UNDP context, this skill includes working closely with the client to understand the parameters of an acceptable solution, and assisting business units in resolving commercial disputes, and working with staff members or their legal representatives to resolve a grievance, claim or issue. Negotiation often involves working with colleagues of differing views to arrive at an acceptable corporate solution.
Legal	Managing client relations	The ability to interact with different levels of management and across different agencies and offices to obtain information, develop legal approaches and resolve issues, this skill includes liaison with counterparts and determining the best sequence in which to pursue an issue, where information, particularly for UNDP, may be across different independent UN agencies.
Operations: Administration, Finance, HR, Procurement, IT and Security		
Administration & Operations	Assets management	Knowledge of policy & procedures on PP&E; ability to prepare financial statements on PP&E; maintain

		Asset Management Module in ATLAS, Asset Dashboard; develop supporting tools for assets certification and further enhancements for AM module; design and run training programs, etc. on assets management and assets recording; run AP-AM interface; perform AP-AM-GL reconciliation; perform analytical review of AM reports and asset information to ensure completeness and accuracy of asset information
Administration & Operations	P-card program management	Knowledge of policy & procedures on P-Card management; ability to perform delinquency review and management, as well as P-Card compliance reviews and reporting; develop supporting tools to enhance P-card program and management
Administration & Operations	Building, facilities & office space management	Knowledge and ability to facilitate the renovation and upgrade of offices including review of complex engineering/architectural drawings; negotiate technical agreements to ensure fully operational building infrastructure and services; design policy & procedure (POPP) for premises and facilities including space standards; manage premises and facilities; validate financial statement notes on leasehold data
Administration & Operations	Lease management	Ability to perform business case analysis to enter into an agreement with owners, governments and sister UN agencies, collect leasehold data for each location and maintain the global premises database; administer RFA
Administration & Operations	Documents and records management	Overall document (hard or electronic) management; registry and retention policy including storing and archiving
Administration & Operations	Inventory management	Each office to ensure sufficient inventory items are available for use as well as reporting for items which are beyond the corporate threshold of $5K and above
Administration & Operations	Registry & correspondence management	Ability to collect, register, maintain and deliver mail and UNDP pouch; ability to manage archives
Administration & Operations	Vehicle management	Knowledge of policy & procedures on fleet management
Administration & Operations	Insurance management	Knowledge of policy and procedures on insurance; ability to conduct risk assessment to procure coverage; to ensure relevant tracking and reporting
Administration & Operations	Events management (including retreats, trainings and meetings)	Ability to manage events, including venue identification, accommodation, logistics, catering, transportation, and cash disbursements, etc.
Administration & Operations	Travel contract management	Knowledge of policy and procedures related to contract management, incl. oversight of the Long Term Agreement (LTA) with the Travel Management Services (TMS) provider; UN airline agreement management covering all major and rail providers; ability to negotiate airline discounts
Administration & Operations	Travel policy and procedures	Knowledge of travel policy and procedures; ability to interpret travel policy, the Staff Rules, administrative

		circulars and financial regulations and rules on travel-related matters
Administration & Operations	ERP travel and expense module	Knowledge of the ERP Travel and Expense Module; ability to provide help desk support to UNDP and other UN agencies
Administration & Operations	UN travel documents	Knowledge of regulatory frameworks and processes related to UN travel documents; ability to facilitate the insurance of UN travel documents for UNDP and UN agencies; processing of visas, and ensure oversight and endorsement
Administration & Operations	Management of shipments	Knowledge of regulatory frameworks and processes related to management of shipments, including contracting of shipments for staff members who travel on initial appointment, reassignment and repatriation
Administration & Operations	Entitlement travel	Knowledge of policy and procedures related to entitlement travel, including the identification of entitlement for lump sum for UNDP as well as other UN agencies
Administration & Operations	Travel Point of Sale Card	Knowledge of and ability to manage Travel Point of Sale Card programmes
Administration & Operations	T&E Cash Advance Reconciliation	Knowledge of policy and procedures on T&E cash advance reconciliation; ability to link T&E Cash Advance transactions with transactions in the General Ledger including case analysis for clearances for staff separating from the organization
Administration & Operations	Travel Desk	Ability to process and approve Travel Requests, Travel Claims and Expense Report; knowledge of relevant policy and procedures
Administration & Operations	Onboarding of personnel	Knowledge of policy and procedures on administrative on-boarding, including issuance of office ID, email address creation, office space, telephone extension, Argus profile set up, issuance of office ICT equipment
Administration & Operations	Off-boarding of personnel	Knowledge of policy and procedures on administrative on-offboarding, including necessary clearance forms for returning office equipment, office ID, UNLP, cancellation of visa issued by host country, deletion of office email and Argus profile
Administration & Operations	Provision of Argus profiles	Knowledge of policy and procedures related to processing and granting of appropriate Argus profiles based on the functional roles including special roles as required and approved by the authorizing official
Administration & Operations	Utilization of corporate credit card	Ability to ensure proper use of corporate credit card for official use; knowledge of relevant policy and procedures
Finance	Accounting (General)	Knowledge of accounting concepts, principles, frameworks, standards, regulations, policies and trends, and ability to apply this to strategic and/or practical situations
Finance	Audit risk management	Ability to address audit issues raised in the course of an audit and propose solutions in order to ensure a true and fair audit opinion is achieved

Finance	Audit (General)	Understands how regulations and professional standards in internal and external audit underpin audit work in the public services. Understands the key stages of audit work, including planning, documentation, testing and reporting. Ability to examine and verify accounts and records. Understands wider mechanisms for assurance and scrutiny. Understands the law and best practice relating to anti-bribery and corruption controls and the fraud risks faced by public bodies.
Finance	Banking and cash management	Ability to collect, handle, and manage cash, which involves assessing market liquidity, cash flow, and investments
Finance	Budget management	Ability to support budgetary aspects of work planning process, drawing and management of team budgets
Finance	Finance business partnering	Able to support business units and add value by innovating and providing solutions to financial issues/queries, including through FAQs, financial tools, advisory, etc. Influences and appropriately challenges non-finance colleagues for whom the service is being provided. Understands the operations, opportunities and challenges of the organization. Holds a commercial outlook, demonstrating accountability towards organizational goals.
Finance	Contributions management	Ability to receive, record, report and manage contributions received
Finance	Financial and process innovation	Financial and business process engineering expertise required to innovate, design, change and implement new financial business models, financial instruments, financing opportunities, business processes, policies and procedures, and technological solutions
Finance	Financial planning and budgeting	Ability to create and manage processes to achieve UNDP's long and short-term financial goals, including through planning, budgeting, forecasting, analysing and reporting
Finance	Financial reporting and analysis	Understands changes in regulatory, legal and ethical frameworks and standards for financial reporting in the public sector. Ability to extract, evaluate financial data, derive relevant findings and present them in a meaningful and coherent manner to facilitate effective decision making and performance monitoring. Understands the benefits of integrated reporting, including non-financial resources such as human, social and intellectual capital, and environmental and governance performance
Finance	Financial risk management	Ensures financial resilience through proactive assessment of risk, implementation of controls and taking mitigating action. Understands risk and reward in relation to collaborative and commercial projects. Ensures a culture of positive risk management"

Finance	Investment management	Ability to manage organization's assets such as equity, bonds, cash, etc. according to the investment guidelines.
Finance	Treasury cash management	Ability to manage organization's cash and investment holdings with the ultimate goal of maximizing liquidity and mitigating risks. Understands the economic environment, interest rates and the importance of economic forecasting. Understands and can implement a treasury management strategy, including cash flow management, debt management and investment strategies.
Finance	Management and cost accounting	Ability to produce periodic qualitative and quantitative performance reports to facilitate effective decision making and performance monitoring. Ability to use a range of costing techniques and analyse cost related data to provide quantitative information to the users of reports.
Finance	Foreign exchange management	Ability to manage foreign exchange exposure and understand the usage of FX products to hedge exposure such as spot, forward, swaps and options to protect contributions.
Finance	Development finance expertise	Ability to develop and work with innovative financing mechanisms and instruments, e.g. social/development impact bonds, guarantees, climate finance, etc.
Finance	Technology and data in Finance	Ability to understand developments, opportunities and challenges in technology relating to public finance.
Finance	Anti-fraud and anti-bribery and corruption	Anti-bribery and corruption: Understands the policy and best practice relating to anti-bribery and corruption controls and ensures these are implemented and widely understood within the organization. Anti-fraud: Understands the fraud risks faced by public bodies and is able to effectively analyse data to support fraud identification and fraud risk management; understands the fraud risks faced by public bodies and is able to conduct fraud risk assessment and response plan.
Finance	Commercial understanding within the public sector	Understands the role, importance and accounting practices for commercial activities. Understands income generation options and related risk and reward. Understands the importance of commercial suppliers to the public sector and evaluating their financial resilience. Is adept with private sector accounts and their use within commercial offshoots and subsidiaries. Possesses influence and negotiation skills and can facilitate and engage with 'productive competitive dialogue'. Understands the procurement cycle and the scope and features of good contract management.
Finance	Financial communication and impact	Ability to report financial information clearly to non-finance leaders, including to various governing bodies such as the Executive Board. > Willingness to make,

		communicate and implement difficult decisions based on accurate evidence and reflecting varied advice/viewpoints. > Understands how to clearly communicate sometimes complex financial information to others using easy-to-understand media and language. > Challenges effectively and gives and receives constructive feedback. > Negotiates effectively to ensure optimum balance between best outcomes and best value for public funds.
Finance	Property and asset management	Ability to assess the demand for capital expenditure from land and buildings estate, and implement a capital strategy for assets. > Understanding regulations and standards relating to property and assets and ensures compliance. > Ability to conduct accurate capital asset valuations for land and buildings.
Finance	Due diligence management	Ability to conduct a comprehensive appraisal of an organization or opportunity to be undertaken by a prospective investor or partner, especially to establish its assets and liabilities, as well as evaluate the potential opportunity and its related risks; knowledge of respective methodology and tools.
HR - People strategy and planning	Human resources strategic planning	Ability to develop integrated HR strategies, governance structures, polices and procedures
HR - People strategy and planning	Organizational design and development	Knowledge of the organisational design and development theory (i.e. enabling organization's performance through the design of structures, frameworks, systems, policies and metrics, as well as building and developing its culture, capability, values, behaviours, and relationships); understanding of macro trends that impact the design of organizations (e.g. sustainability, geopolitical, demographic, technology); knowledge of organisational design and development diagnostic tools; ability to 'scenario plan' for longer term organization design and development; ability to manage the development of capability/competency frameworks and maps
HR - People strategy and planning	Workforce planning	Knowledge of theories, mechanisms and tools to analyse the current workforce, determine future workforce needs, as they align to the needs of the business, identify the gap between the present capabilities in the workforce and the organizations needs, and design and implement talent acquisition and development solutions so that an organization can have the required capacity to accomplish its mission, goals, and strategic plan
HR - People strategy and planning	Job design	Ability to design job roles to meet specific organizational objectives
HR - People strategy and planning	Job evaluation	Knowledge of the UN job evaluation methodology, theory and application
HR - People strategy and planning	People analytics	Ability to generate and align people data with business intelligence data to inform strategic decision-

		making; knowledge of databases, their architecture, integration and landscape; ability to create and use data models; knowledge of visualization techniques. Gathering and using data and information to provide insights into people issues and guide decision-making
HR - Talent acquisition	EVP management and marketing	Ability to create and manage employer value proposition and align it to the needs of the organization and the workforce
HR - Talent acquisition	Talent sourcing and outreach	Knowledge of and ability to develop and implement strategies, mechanisms and platforms to ensure the effective outreach to the relevant segments of the labour market, active and passive candidates internally and externally
HR - Recruitment	Recruitment design and management	Knowledge of, ability to design and manage end to end recruitment processes
HR - Recruitment	Assessment and selection	Knowledge and ability to apply various candidate assessment and selection methodologies, tools and platforms; ability to effectively align them with specific recruitment needs
HR - Succession	Succession planning	Ability to identify critical people needs of the organization, create and manage candidate pipelines for key roles
HR - Succession	Succession management	Ability to design and manage succession processes for key roles in the organization
HR - Talent management	Employee experience	Knowledge of theories and methods of creating holistic approaches around employee experience in the organization; knowledge of positive organizational psychology concepts and methods and ability to apply them in the design of the organizational strategies (e.g. determine barriers to the organization growth and employee productivity; design measures to examine workplace performance and job satisfaction; optimize the work environment to enhance employee experience; identify core personality traits that work best for specific roles and skills; research employee behaviours and trends)
HR - Talent management	Employee engagement	Knowledge of theories and models of human motivation and engagement including the predictors of employee engagement; knowledge of and ability to guide application of tools, techniques, and processes to increase employee engagement; knowledge of tools and methodologies to measure employee engagement and to identify its specific drivers; knowledge of tools and methodologies to ensure regular engagement with personnel on key workplace matters, with a view to identifying the most pressing workplace issues
HR - Talent management	Performance management	Knowledge of and ability to guide the application of performance management theory, systems and tools, incl. articulation of expectations, setting objectives and performance standards; conducting performance related discussions and performance coaching; ability

		to develop performance management and appraisal processes that minimize biases
HR - Talent management	Career management and support	Ability to design career management and support frameworks, processes and programmes, identify relevant resources to support individuals in assessing their career aspirations and preferences, designing and implementing career development strategies
HR - Talent management	Diversity and inclusion	Ability to design and deliver diversity and inclusion approaches; ability to integrate diversity and inclusion considerations into the specific people and organisational strategies, policies and initiatives; knowledge of the theory and methods to mitigate biases and eliminate discrimination; knowledge of practical ways to increase participation of under-represented groups in the workforce; knowledge of inclusive workplace practices and behaviours
HR - Compensation/remuneration	Managing compensation and benefits	Ability to design compensation plans which are aligned to current and future organization needs and market conditions; knowledge of and ability to apply the ICSC compensation methodologies and principles. Knowledge of and ability to design benefits-related processes, programmes, and tools, including benefit enrolment and amendments
HR - Compensation/remuneration	Payroll management	Knowledge of and ability to apply mechanisms and tools to collect payroll data, process payroll, and manage payroll reports
HR - Learning and development	L&D planning	Ability to identify organizational learning priorities aligned with the business strategy using key stakeholder involvement to ensure appropriate learning and optimal return-on-investment"
HR - Learning and development	L&D design	Knowledge of adult learning principles, instructional design, learning styles, and learning programmes delivery modalities; ability to identify and design effective learning paths, programmes and initiatives
HR - Learning and development	Leadership development	Knowledge of the leadership development theories, concepts and methodologies; ability to apply them in the design and implementation of the leadership development strategies and programmes; ability to advise leaders on their development needs and related strategies
HR - Learning and development	Digital L&D	
HR - Duty of Care	Occupational safety, health and wellbeing	Knowledge of OSHW concepts and methods and ability to apply them in the development of the OSHW strategies, policies, management systems and quality standards that are consistent with the business strategy. Ability to identity OSHW risks and to develop mitigation strategies and monitoring systems; to create OSHW incident reporting and response systems; understanding of the key workplace stressors and ability to design effective response measures

HR - Duty of Care	Psychosocial support to personnel	Ability and certified qualification to provide psychological counselling services to teams and individual personnel
Information Management & Technology	IT Security Management	Knowledge of Cyber Security technologies, processes, techniques and tools. Apply practical innovations to solve cybersecurity problems. Capability to keep UNDP systems and data safe. Knowledge of ISO 27001 principles. CSSIP, CSIM, CISA or equivalent certification desirable.
Information Management & Technology	Solutions Architecture	Ability to design and manage the Information system architecture supporting corporate business processes. Design integration strategies and approaches to integrate of one or more applications or services to maintain a coherent and effective IT architecture. Knowledge of ISO 20000 and IT operations. The Open Group TOGAF9 or Open CA, ITIL Master certification, or DevOps or similar certification desirable.
Information Management & Technology	Data Management & Analytics	Knowledge in data management, data sciences, ability to structure data, develop dashboard and visualization. Design data warehouses, data lakes or data platforms concepts. Familiarity with Machine leaning, natural language processing or generation and the use of artificial intelligence to support predictive analytics. CDMP or TOGAF9 or equivalent certification desirable.
Information Management & Technology	IT Continuity and Disaster Recovery	Ability to advise on IT continuity and disaster recovery. Knowledge of ISO 22301 an asset.
Information Management & Technology	IT Customer Support	Ability to support I customers on IT related issues and generate and contribute to continuous improvement processes to deliver a great user experience. Knowledge of ISO 9001 desirable. ITIL certification or similar is desirable.
Information Management & Technology	Network, Communication and Infrastructure Management	Ability to develop/integrate/operate/manage IT network, communications, Cloud or on-premise infrastructure, and new technologies like IoT. Cisco CCIE CCNP or similar is desirable.
Information Management & Technology	IT Service Delivery & Operations	Ability to deliver the IT products and services to customers at the right level of Quality and Costs, taking into account user experience. ISO 20000 knowledge. ITIL certification or similar desirable.
Information Management & Technology	Configuration Management - Business analysis, requirements	Knowledge of configuration management changes, ability to manage and control the configuration change management process.
Information Management & Technology	Information and Technology Strategy - Portfolio management and governance	Knowledge of developing and implementing ICT strategy, portfolio and project management services, governance, and policies. Knowledge of project management principle. PMP or PRINCE2 certification of equivalent desirable.
Information Management & Technology	User Experience and business analyst	Capacity to translate efficiently users needs in IT requirements around human-centred design

		principles. Knowledge of Oracle Cloud, ServiceNow, SalesForce.com, and Microsoft product an asset.
Information Management & Technology	IT Project Management	Capacity to manage ICT projects, using IT methodologies and approaches such as agile deployment and/or waterfall system development methods. PMP and PRINCE2 certification or equivalent desirable.
Information Management & Technology	Applications Management	Ability to set-up, develop, support, and maintain applications. Expertise in Oracle Cloud, ServiceNow, SalesForce.com and Microsoft technology and assets.
Information Management & Technology	Programming	Knowledge in programming concept, developing software program and management of application lifecycle. Knowledge of Oracle VCBS, Microsoft tools and equivalent an asset.
Information Management & Technology	IT Quality Management	Ability to manage quality of IT services. ISO 9001, 20000. Certification in ITIL desirable.
Information Management & Technology	IT Research and Development	Regular following new technologies and technical trends, research the technologies that are applicable and beneficial to the organization and develop the systems
Procurement	Category management	Ability to segment spend into areas which contain similar or related products enabling focus opportunities for consolidation and efficiency
Procurement	Contract management	Knowledge of contract management concepts, principles and methods, and ability to apply this to strategic and/or practical situations
Procurement	Data analysis	Ability to extract, analyse and visualize procurement data to form meaningful insights and aid effective business decision making
Procurement	Data management	Knowledge of processing, storing, and validating procurement data
Procurement	Financial analysis	Knowledge of evaluating businesses, projects, budgets, and other finance related transactions to determine their performance and suitability
Procurement	Procurement management	The ability to acquire goods, services or works from an outside external source
Procurement	Procure-to-Pay	Knowledge of purchase-to-pay cycles, concepts, principles and policies, and ability to apply this to strategic and/or practical situations
Procurement	Sourcing	Ability to find, evaluate and engage suppliers of goods and services
Procurement	Stakeholder management	Ability to work with incomplete information and balance competing interests to create value for all stakeholders
Procurement	Strategic sourcing	Knowledge of strategic sourcing concepts, principles and methods, and ability to apply this to strategic and/or practical situations
Procurement	Supplier/relationship management	Knowledge of supplier management concepts, principles and methods, and ability to apply this to strategic and/or practical situations

Security Services	Security advice, planning and coordination	Ability to provide with authoritative advice and guidance on security management, plan and coordinate security activities
Security Services	Security information management	Analytical capabilities to process diverse security information and develop recommendations
Security Services	Security risk management	Ability to assess threats and risks, identify and oversee implementation of mitigation measures, including ability to design and test security plans
Security Services	Security incident management & monitoring	Ability to provide adequate response to security incidents/events
Security Services	Security crisis management & response	Knowledge of crisis management and response arrangements as well as the ability to prepare for, respond to, support/manage security crisis events
Security Services	Security policy awareness & implementation	Knowledge of security policy concepts and ability to apply to strategic and/or practical situations
Security Services	Security training	Ability to design, contribute to, and/or facilitate meaningful security training programmes/courses
Security Services	Safety management (including Air, Road, Fire)	Knowledge of air, road, and fire safety programmes/systems and ability to assess risks and identify mitigation measures
Security Services	Physical/premises security design, implementation and management	Ability to conduct accurate premises assessments on UN facilities to ensure appropriate mitigation measures are in place. Ability to design, support the implementation and test physical security systems for UNDP premises

Programme and Policy	
2030 Agenda: Engagement & Effectiveness	
Crisis and Fragility Policy and Engagement	Crisis risks and early warning
Crisis and Fragility Policy and Engagement	Data/ Analytics for early warning and crisis management
Crisis and Fragility Policy and Engagement	Humanitarian-Development Peace (HDP) Nexus
Crisis and Fragility Policy and Engagement	Recovery and Peace Building Assessments
Crisis and Fragility Policy and Engagement	UN Transitions
Crisis management / Country Management Support	Crisis coordination
Crisis management / Country Management Support	Crisis deployment capacity
Crisis management / Country Management Support	Crisis fundraising
Crisis management / Country Management Support	Crisis programming
Crisis management / Country Management Support	Crisis related communication and advocacy
Crisis management / Country Management Support	Humanitarian assessment capacity
Crisis management / Country Management Support	Humanitarian inter-agency coordination

Crisis management / Country Management Support	Resilience based programming
Effectiveness	Aid Coordination
Effectiveness	Capacities to enhance aid transparency
Effectiveness	Decentralized evaluation
Effectiveness	Development Partnership Architecture
Effectiveness	Executive Board Engagement on results, evaluation, and others
Effectiveness	Foresight Scanning
Effectiveness	Global monitoring of SDG 17 indicators
Effectiveness	HQ PAC and CPD lifecycle management
Effectiveness	IATI Secretariat
Effectiveness	IRRF design, implementation and monitoring
Effectiveness	Mutual Accountability Framework
Effectiveness	open.undp.org and publication of data
Effectiveness	Performance analysis on programming
Effectiveness	Performance and data analysis and sharing lessons
Effectiveness	Programmatic learning
Effectiveness	Programmatic Risk Management and Analysis
Effectiveness	Programming (PPM) policies and procedures
Effectiveness	Programming principles & standards and development effectiveness principles
Effectiveness	Project Quality Assurance
Effectiveness	Quality assurance of corporate data
Effectiveness	RBM standards and practices for programming
Effectiveness	ROAR and the ARA
Effectiveness	Social and Environmental Standards
Effectiveness	Stakeholder Response Mechanism
Effectiveness	Systems and tools for managing risk
Effectiveness	System-wide approaches to strategic planning and results
Effectiveness	Thematic evaluation management responses
Effectiveness	UK Payment by results
Effectiveness	UNDAF design and Common Chapter implementation
Innovation	placeholder for the various Accelerator Lab competencies
Innovation	Technology and Innovation
SDG Integration	COMBOS
SDG Integration	Economy-wide analysis
SDG Integration	Engagement with South-South Global Thinkers
SDG Integration	Foresight
SDG Integration	Fostering bilateral and regional South-South partnerships for SDG implementation
SDG Integration	Geospatial tools
SDG Integration	Institutional and Context analysis
SDG Integration	International Futures
SDG Integration	Micro simulations for poverty
SDG Integration	PovRisk
SDG Integration	Rapid Integrated Assessment
SDG Integration	Role of science, technology, innovation for SDGs
SDG Integration	SDG Acceleration and Bottleneck Assessment

SDG Integration	SDG Monitoring and Reporting
SDG Integration	Southern development solutions network and exchange platform
SDG Integration	South-South and Triangular Cooperation knowledge sharing
Strategic Policy Engagement	Economic forecasting
Strategic Policy Engagement	Horizon-scanning and future of development
Strategic Policy Engagement	Identifying SDG accelerators
Strategic Policy Engagement	Influencing the policy agenda and collaboration with UNSDG, IMF, World Bank, G20, EU, OECD, SIDA, WEF
Strategic Policy Engagement	Meso and macro-level impact and needs assessments
Strategic Policy Engagement	Strategic policy advice in the context of Addis Ababa Action Agenda on Financing for Development (FfD)
Strategic Policy Engagement	Strategic policy advice in the context of the G20
Strategic Policy Engagement	Strategic policy advice in the context of the High-Level Political Forum (HLPF)
SDG Finance	Aid Coordination, Development Partnership Architecture and Mutual Accountability Framework
Strategic Policy Engagement	Financing for development incl. integrated national financing framework (INFF)
2030 Agenda: Partnerships	
SDG Finance	ESG standards
SDG Finance	Financial Inclusion
SDG Finance	Global Partnership for Effective Development Cooperation
SDG Finance	Impact Investment, incl. SDG Impact Finance
SDG Finance	Inclusive Markets/businesses and Value Chain Development
SDG Finance	Innovative Finance
SDG Finance	Insurance for development
SDG Finance	Mobilization and coordination of support for post-crisis recovery and reconstruction processes (incl. international conferences)
SDG Finance	Philanthropy including SDG funders.org
SDG Finance	Public Private Partnership
SDG Finance	Public Sector Finance (Tax and domestic resource mobilization, public financial management and public expenditure)
SDG Finance	Responsive investment and impact measurement
SDG Finance	SME Development
SDG Finance	Social impact investments
SDG Finance	Trade and globalisation
2030 Agenda: Peace	
Conflict Prevention, Peacebuilding and Responsive Institutions	Community engagement for prevention, response, and social cohesion
Conflict Prevention, Peacebuilding and Responsive Institutions	Conflict Analysis and conflict sensitivity
Conflict Prevention, Peacebuilding and Responsive Institutions	Conflict Prevention
Conflict Prevention, Peacebuilding and Responsive Institutions	Crisis Assessment
Conflict Prevention, Peacebuilding and Responsive Institutions	Crisis Governance

Conflict Prevention, Peacebuilding and Responsive Institutions	Crisis Policy and Tools
Conflict Prevention, Peacebuilding and Responsive Institutions	Dialogue, Mediation and Reconciliation
Conflict Prevention, Peacebuilding and Responsive Institutions	Early Warning
Conflict Prevention, Peacebuilding and Responsive Institutions	Infrastructure for Peace
Conflict Prevention, Peacebuilding and Responsive Institutions	Land Use, Land-use Change and Forestry
Conflict Prevention, Peacebuilding and Responsive Institutions	Land, Natural Resources and Conflict
Conflict Prevention, Peacebuilding and Responsive Institutions	National and sub-national capacities for planning, financing, coordination and crisis management
Conflict Prevention, Peacebuilding and Responsive Institutions	Peacebuilding and Reconciliation
Conflict Prevention, Peacebuilding and Responsive Institutions	Political Mediation
Conflict Prevention, Peacebuilding and Responsive Institutions	Prevention of Violent Extremism and Violence Prevention
Conflict Prevention, Peacebuilding and Responsive Institutions	Rehabilitation and Reintegration
Conflict Prevention, Peacebuilding and Responsive Institutions	Restoration of local government capacity (post-crisis)
Conflict Prevention, Peacebuilding and Responsive Institutions	Social Cohesion
Conflict Prevention, Peacebuilding and Responsive Institutions	State-building and Governance
Conflict Prevention, Peacebuilding and Responsive Institutions	Sustaining Peace (including financing) peace building and transitions
Conflict Prevention, Peacebuilding and Responsive Institutions	Violence Reduction Prevention of Violent Extremism
Conflict Prevention, Peacebuilding and Responsive Institutions	Youth Peace and Security
Governance	Area-based approaches to local governance
Governance	Core Government Functions
Governance	Civic Engagement (includes CSOs)
Governance	Civil Service Reform
Governance	Civil Society Engagement
Governance	Constitutional Development and Processes
Governance	Constitution/ Legislative drafting
Governance	Constitutional Transitions
Governance	Decentralization
Governance	E-government
Governance	Electoral Cycle Support
Governance	Governance And Territorial Dev (2243 RSC 2015)
Governance	Inclusion and Participation

Governance	Inclusion and participation of indigenous and afro descendants
Governance	Indigenous People
Governance	Institutional Capacity to Implement and Coordinate SDGs
Governance	LGBTIQ rights
Governance	Localization of the SDGs
Governance	Local Governance
Governance	Municipal Planning and Basic Service Delivery (including budgeting & financing
Governance	Parliamentary Institutions
Governance	People with Disability
Governance	Planning and Assessment
Governance	Political Inclusion
Governance	Political Parties
Governance	Public Administration and Local Governance
Governance	Public Sector Reform
Governance	Restoration of Core Government Functions
Governance	SDG 16
Governance	Transparency and Anti-Corruption
Governance	Youth
Governance	Youth Leadership and Participation
Governance	Youth political participation and leadership
Governance	Youth socio-economic empowerment
Governance	Youth, Peace and Security
Nature, Climate and Energy	Energy efficiency concepts, renewable energy, access to energy; technologies and practical application
Rule of Law, Security and Human Rights	Access to Justice
Rule of Law, Security and Human Rights	Community/ Citizen Security/Armed Violence Reduction
Rule of Law, Security and Human Rights	Corrections
Rule of Law, Security and Human Rights	Development of Institutions in Justice Sector
Rule of Law, Security and Human Rights	Disarmament, Demobilization, and Reintegration
Rule of Law, Security and Human Rights	Environmental justice
Rule of Law, Security and Human Rights	Human Rights /HRBA
Rule of Law, Security and Human Rights	Human Rights Institutions/compliance
Rule of Law, Security and Human Rights	Human Rights Mainstreaming
Rule of Law, Security and Human Rights	Impact assessment services to countries on stigma, discrimination, gender and human rights concerns / inclusive and rights-based approach to basic services and livelihoods
Rule of Law, Security and Human Rights	Inclusive Political Processes
Rule of Law, Security and Human Rights	Integrated Disarmament, Demobilization and Reintegration
Rule of Law, Security and Human Rights	Justice and Security for Women incl. GBV
Rule of Law, Security and Human Rights	Justice Sector Development
Rule of Law, Security and Human Rights	Policing
Rule of Law, Security and Human Rights	Reintegration of Ex-Combatants (DDR)
Rule of Law, Security and Human Rights	ROL for Economic Recovery
Rule of Law, Security and Human Rights	Rule of Law, Justice and Security
Rule of Law, Security and Human Rights	Safeguarding human rights and protecting vulnerable groups
Rule of Law, Security and Human Rights	SALW

Rule of Law, Security and Human Rights	Sector Wide Planning and Reform (justice and security sectors)
Rule of Law, Security and Human Rights	Security Sector /Police reform
Rule of Law, Security and Human Rights	Security Sector Development
Rule of Law, Security and Human Rights	Small Arms Control
Rule of Law, Security and Human Rights	Transitional Justice
Rule of Law, Security and Human Rights	Women's Access to Justice
2030 Agenda: People	
Gender	UNDP's Gender Equality Seal Initiative
Health	COVID-19
Health	Health emergencies
Health	Procurement services for PPE and laboratory equipment for national COVID-19 responses
Gender	Climate Change and Risk Management of Disasters with a Gender Perspective
Gender	Gender and Institutional Development
Gender	Gender Corporate Reporting
Gender	Gender Issues & Analysis
Gender	Gender Mainstreaming
Gender	Sexual Gender-based violence (SGBV)
Gender	Women, Peace and Security
Gender	Women's Economic Empowerment, including labour issues
Gender	Women's Leadership (Political, Public Admin and Private Sector)
Health	Access to diagnostics and treatment, incl. private sector engagement
Health	Access to Treatment
Health	Diagnostic capacity and procurement of laboratory equipment, consumables and reagents
Health	Global Fund to Fight AIDS, Tuberculosis, and Malaria (GFATM)
Health	Health Emergencies
Health	Health waste management
Health	HIV/AIDS
Health	National Strategic Plan / Policy for health
Health	Procurement services of health products
Health	Provision of non-medical requirements of the health sector
Health	Reallocation of Global Fund resources in line with GFATM guidance
Health	Salary / incentives payments to existing and new health workers
Health	Social Determinants of Health
Health	Surge capacity and health infrastructure incl. deployment of digital solutions
Health	Universal Health Coverage Monitoring
Health	Universal Health Coverage, including NCDs
2030 Agenda: Planet	
Disaster Risk Reduction and Recovery	Climate Risk Management
Disaster Risk Reduction and Recovery	Conflict-Sensitive Disaster Risk Reduction
Disaster Risk Reduction and Recovery	Crisis and environment
Disaster Risk Reduction and Recovery	Disaster and Climate Risk Governance
Disaster Risk Reduction and Recovery	Disaster Recovery Policy, Planning and Programming
Disaster Risk Reduction and Recovery	Disaster Risk Information
Disaster Risk Reduction and Recovery	Disaster Risk Management

Disaster Risk Reduction and Recovery	Disaster Risk Reduction
Disaster Risk Reduction and Recovery	Early Warning and Preparedness
Disaster Risk Reduction and Recovery	Gender Responsive Disaster Risk Management and Reduction
Disaster Risk Reduction and Recovery	Post Disaster Needs Assessments
Disaster Risk Reduction and Recovery	Urban and Local Level Disaster Risk Management
Nature, Climate and Energy	Chemicals and Waste management: practical application
Nature, Climate and Energy	Chemicals and Waste: Ozone and climate-friendly technologies
Nature, Climate and Energy	Chemicals and Waste: Ozone Layer Protection
Nature, Climate and Energy	Climate and Forests: National REDD+ Strategies and Processes
Nature, Climate and Energy	Climate and Forests: REDD+/UNFCCC and access to emission reduction results-based payments (GCF or carbon markets)
Nature, Climate and Energy	Climate and Forests: REDD+/UNFCCC and emission reduction results and reporting
Nature, Climate and Energy	Climate and Forests: Reduced Emissions from Deforestation and Forest Degradation
Nature, Climate and Energy	Climate Change Adaptation: agriculture/food security
Nature, Climate and Energy	Climate Change Adaptation: coastal resilience
Nature, Climate and Energy	Climate Change Adaptation: concepts and advancing resilient development
Nature, Climate and Energy	Climate Change Adaptation: early warning
Nature, Climate and Energy	Climate Change Adaptation: Embedding adaptation into development policy/planning/decision making
Nature, Climate and Energy	Climate Change Adaptation: livelihoods
Nature, Climate and Energy	Climate Change Adaptation: Public and private finance for adaptation solutions
Nature, Climate and Energy	Climate Change Adaptation: strategies
Nature, Climate and Energy	Climate Change Adaptation: urban resilience
Nature, Climate and Energy	Climate Change Adaptation: water management
Nature, Climate and Energy	Climate change Mitigation: concepts and application
Nature, Climate and Energy	Climate Change Mitigation: Sustainable Infrastructure
Nature, Climate and Energy	Climate Change Policies: Climate Finance
Nature, Climate and Energy	Climate Change Policies: Governance / integrated planning for climate change investments in the context of urbanization
Nature, Climate and Energy	Climate change Policies: including international climate change regime and application
Nature, Climate and Energy	Climate Change Policies: Nationally Determined Contributions (NDC)
Nature, Climate and Energy	Climate Change Policies: UNFCCC Policy, planning and reporting
Nature, Climate and Energy	Ecosystems and Biodiversity
Nature, Climate and Energy	Ecosystems and Biodiversity: Access and benefit sharing of biodiversity, land, forests and oceans
Nature, Climate and Energy	Ecosystems and biodiversity: Biodiversity Finance
Nature, Climate and Energy	Ecosystems and Biodiversity: Conservation and Sustainable use of biodiversity, land, forests and oceans
Nature, Climate and Energy	Ecosystems and Biodiversity: Green commodities
Nature, Climate and Energy	Ecosystems and Biodiversity: Illegal Wildlife Trade
Nature, Climate and Energy	Ecosystems and Biodiversity: Natural Resource Management
Nature, Climate and Energy	Ecosystems and Biodiversity: Natural resource management and crisis prevention
Nature, Climate and Energy	Ecosystems and Biodiversity: Natural resource management and DRR
Nature, Climate and Energy	Ecosystems and Biodiversity: Natural resource management and early warning

Nature, Climate and Energy	Ecosystems and Biodiversity: Natural resource management and human rights
Nature, Climate and Energy	Ecosystems and Biodiversity: Natural resource management and rule of law
Nature, Climate and Energy	Ecosystems and Biodiversity: Source to Sea and Ridge to Reef frameworks
Nature, Climate and Energy	Ecosystems and Biodiversity: Socio-environmental impacts of natural resource extraction
Nature, Climate and Energy	Energy: Energy access
Nature, Climate and Energy	Energy: Energy access in crisis settings
Nature, Climate and Energy	Energy: Energy planning, Derisking energy investment and financial appraisal
Nature, Climate and Energy	Energy: Market-based energy financing and practical application
Nature, Climate and Energy	Energy: Renewable Energy
Nature, Climate and Energy	Environment: Environmental and social impact assessments and safeguards
Nature, Climate and Energy	Environment: Environmental and social impact assessments, including data collection and analysis
Nature, Climate and Energy	Environment: Environmental economics, including valuation, data collection and analysis, SEEA, macro and micro tools and policies
Nature, Climate and Energy	Environment: Poverty-Environment Nexus
Nature, Climate and Energy	Environmental Governance: Global Environmental Governance
Nature, Climate and Energy	Environmental Governance: Multilateral Environmental Agreements (e.g. CBD and UNCCD)
Nature, Climate and Energy	Extractive industries
Nature, Climate and Energy	Green Economy: Circular economy concepts, policies and tools
Nature, Climate and Energy	Green Economy: Green economy and green growth
Nature, Climate and Energy	Green Economy: supply chains
Nature, Climate and Energy	Ocean governance
Nature, Climate and Energy	Ocean Governance: Ocean governance legal and policy frameworks
Nature, Climate and Energy	Ocean Governance: Ocean restoration and protection
Nature, Climate and Energy	SIDS: access to finance
Nature, Climate and Energy	SIDS: Blue economy
Nature, Climate and Energy	SIDS: Digital transformation
Nature, Climate and Energy	Small Grants Programme: Community-based innovation for sustainable development solutions in the context of the environment
Nature, Climate and Energy	Water Governance: Integrated River Basin Management (IRBM)
Nature, Climate and Energy	Water Governance: Integrated Water Resources Management (IWRM)
Nature, Climate and Energy	Water Governance: International Fresh Waters
Nature, Climate and Energy	Water Governance: Transboundary Diagnostic Analysis and Strategic Action Programmes (TDA/SAP)
Nature, Climate and Energy	Water Governance: Water governance for sustainable solutions
Nature, Climate and Energy	Water Governance: Water governance legal and policy frameworks
2030 Agenda: Prosperity	
Inclusive Growth	Addressing developmental impacts of COVID 19 and safeguarding progress towards the SDGs
Inclusive Growth	Ageing
Inclusive Growth	Development Planning
Inclusive Growth	Digital economy including technologies/solutions
Inclusive Growth	Displaced Communities/Populations
Inclusive Growth	Economic Diversification

Inclusive Growth	Economic Planning
Inclusive Growth	Economic Transformation, Policy and Planning
Inclusive Growth	Extractive Industries Management
Inclusive Growth	Fiscal and SDG financing policy support in view of the socio-economic impact of COVID 19
Inclusive Growth	Future of work, automation and technology
Inclusive Growth	Gig economy and technology
Inclusive Growth	Inequality and exclusion
Inclusive Growth	Job/ Employment /Decent work Promotion
Inclusive Growth	Local Economic Development
Inclusive Growth	Multidimensional Poverty and Human Development
Inclusive Growth	Poverty and Human Development
Inclusive Growth	Public Expenditure and Financial Management
Inclusive Growth	SDGs/National Development Strategy, Planning and Budgeting
Inclusive Growth	Social Impact Assessment
Inclusive Growth	Social Inclusion
Inclusive Growth	Social Protection Systems
Inclusive Growth	Urban Community Infrastructure /Assets
Inclusive Growth	Urban development design / risk mitigation, inclusive design, resilience, and sustainability
Recovery Solutions and Human Mobility	Area Based Development
Recovery Solutions and Human Mobility	Cash Based Livelihoods
Recovery Solutions and Human Mobility	Cash Based Transfers
Recovery Solutions and Human Mobility	Debris/Solid Waste Management
Recovery Solutions and Human Mobility	Development and Mine Action (for people's livelihoods)
Recovery Solutions and Human Mobility	Digital innovations in adapting employment, livelihoods (incl. cash handouts) and provision of basic services
Recovery Solutions and Human Mobility	Displacement and Resettlement
Recovery Solutions and Human Mobility	Economic Recovery
Recovery Solutions and Human Mobility	Economic Transition in post-crisis settings
Recovery Solutions and Human Mobility	Emergency Employment /Jobs
Recovery Solutions and Human Mobility	Enterprise /Private Sector Recovery
Recovery Solutions and Human Mobility	Entrepreneurship
Recovery Solutions and Human Mobility	Forced Displacement Incl. durable solutions
Recovery Solutions and Human Mobility	Jobs and Livelihoods
Recovery Solutions and Human Mobility	Local Economic /Socioeconomic Recovery
Recovery Solutions and Human Mobility	Micro-level socio-economic impact assessments
Recovery Solutions and Human Mobility	Migration & Development
Recovery Solutions and Human Mobility	Mine Action
Recovery Solutions and Human Mobility	Reintegration (Refugees/IDPs)
Recovery Solutions and Human Mobility	Sustainable Livelihoods Diversification/recovery
Recovery Solutions and Human Mobility	Urbanization /Urban Planning
Recovery Solutions and Human Mobility	Women's Economic Empowerment
Recovery Solutions and Human Mobility	Youth Employment