Concept Note – Capacity Mapping

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# Background and objectives

The United Nations Development Programme’s (UNDP) diverse workforce is its strength, with expertise across varied areas such as climate change, disaster reduction and recovery, gender equality, democratic governance, crisis response, procurement, ICT, finance, partnerships, communications and much more.

UNDP’s programme and policy function is transitioning to a Global Policy Network (GPN) which will leverage the diverse skills and experience of its networked workforce across the world to implement the Strategic Plan 2018-2021 and achieve better development results. Anchored by the Development Policy Bureau and the Crisis Bureau, the GPN will connect UNDP’s programme and policy cadre at HQ, Regional Hubs and Country Offices. UNDP and its GPN will therefore need systems and digital solutions to facilitate the rapid identification, curation, and deployment of this global expertise.

With the objective to always better respond to evolving client requests and emerging opportunities for engagement, UNDP must work toward building the enhanced ability to call upon the skills needed to quickly implement multidisciplinary solutions, tapping into the right expertise available globally. Currently, the organization does not have at its disposal a coherent system to identify and categorize the knowledge and competencies of its workforce. At best, such information is currently scattered across a

number of repositories and databases that are not necessarily connected.

To this end, the GPN, in collaboration with OHR, are working to: (i) establish a baseline of UNDP’s staff skills and competencies and provide an analysis of strengths and resource gaps; and (ii) deploy a robust talent management system that will curate, develop and deploy capacity globally.

# Business Benefits and Use Scenarios

Implementing these initiatives will offer UNDP the business benefits to better identify, develop, mobilize, and manage talent and to ensure that our ability to support client demand for advisory and support services rests on up-to-date evidence of what the organization knows and of where in the global network such knowledge resides. This will allow the organization to identify expertise and gaps in capacities across UNDP’s global workforce and draw from a pool of qualified practitioners and experts at any time. The business case for improved people profile and search capabilities within UNDP is represented by the following distinct use scenarios:

1. **Expertise search:** When we need to identify who among our talent pool matches certain characteristics (e.g., when looking for francophone Gender Specialists with knowledge of Procurement issues and prior experience in parliamentary capacity building), we want to conduct an open search based on specific filter criteria in order to identify leads that we can engage for further action, such as requests for advisory support, detail assignments, invitation to act as a resource person or participant for events, or engagement for e-discussions, thematic communities and consultations. This use case will have implication on workforce management, which will need to be reflected in more flexible contracting rules and staff mobility. The GPN is working with OHR’s People Strategy team to review entry points to provide flexible options for the following use cases related to expertise search:
	1. Identification and rapid deployment of integrated solutions teams
	2. Ability to fulfil advisory support requests
	3. More staff/IC options for detailed assignment opportunities
	4. A functioning SDG integrator/gateway service for T1/2/3 assignments
2. **Who is Who:** When coming across the name of a person we don’t know, we want to look up the person to see who this colleague is and where she is placed within the organization’s structure (position, business unit, reporting lines) and substantive thematic team, area of expertise, and current and past project.
3. **Vetted expertise profiles and talent pools:** When the organization needs to feature to an inside or outside audience who the vetted advisors or authorities are on a specific topic (e.g. SDG Advisors, Governance Advisors, Communication Focal Points, etc.) and offer their services to either Country Offices or external partners. The process of mapping evolving expertise will support the creation or revamping of talent pools for relevant professional categories. For example, the organization is establishing the UN system’s first dedicated cadre of SDG Experts. They will be front-line advisers to governments and Resident Coordinators on programmatic entry points for integrated SDG responses and their skill sets will need to reflect a set of distinct and vetted capacities.
4. **Capacity Building/Talent Management:** In order to have a well-functioning capacity building strategy, the organization needs to be able to make evidence-based decisions related to areas and types of capacity building and upskilling investments. A robust capacity mapping system can provide that the data for both largescale and individualized capacity and talent management pathways; supporting UNDP personnel and the SDG Advisors to be equipped with the technical, functional and soft skills to best perform their functions.
5. **Accessing External Capacities:** The ability to rapidly identify skills sets and expertise across the organization’s global workforce will provide an evidence base to strengthen investments in targeted external expertise such as through rosters, LTAs and partnerships. Strengthening these systems and processes in an integrated manner with internal capacity mapping and talent management efforts will significantly support UNDP’s aim to enhance its ability to rapidly call upon the skills needed to implement multidisciplinary solutions and respond to evolving client requests and emerging opportunities for engagement.

# Approach and Timeline

## Phase 1: Sept – Nov 2018

Establishment of a GPN workstream to look at Capacity Building for the new cadre of SDG Advisors, and providing options for building a robust talent management system that will to curate, develop and deploy GPN capacity. The workstream achieved the following deliverables:

* Develop a capacity mapping framework
* Develop a ToR for a digital solution
* Conduct market research of digital solutions for talent management and capacity mapping
* Demo ten digital solutions
* Map related internal initiatives across UNDP related to talent management and capacity mapping.

## Phase 2: Dec 2018 – Jan 2019

* **Expand workstream focus group:** held initial online meetings with representatives from all UNDP regions to ensure regional and CO perspective are fed into the process moving forward to make it fit for purpose.
* **Pilot:** launched a pilot mid-December at the Regional Hub level using inhouse tools available. The pilot has two main aims; (i) to kick off capacity mapping efforts quickly using a consistent capacity framework and methodology across regions, and (ii) to collect feedback from pilot users regarding the framework.
* **Concept Note:** Development of more comprehensive concept note, building on the work delivered by the workstream.
* **Visualize capacities from pilot:** working with BMS/OIMT and OHR to visualize location and gaps in skills identified during the pilot exercise through a Power BI reporting dashboard.
* **OHR People Strategy:** Align efforts with two OHR People Strategy sprint teams focused on (i) HR IT Systems and (ii) Competency Framework.
* **Rostering Systems:** Coordinate and explore connections with Bangkok RH external rostering system (under development) and Crisis Bureau ExPres and SURGE rosters.
* **RFP development:** finalize ToR for digital solution and work with Central Procurement Unit (CPU) to develop RFP to go to market in Q1 2019

## Phase 3: Feb – March 2019

* **RFP launch:** Open RPF to market and further review digital solutions with regional focus group and OHR.
* **Capacity Framework**: Finalize capacity framework with feedback from pilot phase. (NB: capacity framework will be flexible in order to adjust to changing landscape and priority areas)
* **Change Management**: Develop change management and communication plans

## Phase 4: Q2 – Q3 2019

**Rollout phase**, which includes:

* Implement digital solution to better continually map the evolving skills, competencies and experience of each UNDP employee through their digital footprint. This rollout will include the entirety of UNDP’s global workforce and will not be limited by bureau or contract modality.
* Migrate all data collected through the Pilot using in-house tools to digital solution
* Finalize and implement change management, communication and advocacy efforts.

# Risks and mitigation measures

This initiative is essential for UNDP to be able to better manage and capacitate its talent through evidence-based decisions. The risk of not implementing this initiative is that UNDP will waste resources and miss opportunities in talent investment activities, including efforts related to capacity building, hiring, mobility, rostering and LTAs, and partnerships which are not targeting client needs and capacity gaps across the organization.

Assuming this initiative is moving forward given the current support and enthusiasm from management:

|  |  |  |
| --- | --- | --- |
|  | Risk | Mitigation |
| 1 | Data security issues related to data ownership and access which could lead to potential breaches. | Include data security requirements in the Digital Solution ToR (listed in Annex 1) and will involve OIMT Security team during procurement and implementation phases. |
| 2 | HR and Procurement rules do not allow for flexibility in contracts/working arrangements creating a bottle neck when attempting to bring an internal colleague, identified through the capacity mapping solution, on board for an assignment rapidly. | Identify scenarios for use which detail the types of engagements internal colleagues may be requested for through the capacity mapping solution. Review with OHR and CPU to make sure flexibility in contracts are built into the new ways of working as part of forthcoming People Strategy. |
| 3 | Low participation rate from UNDP’s workforce due to lack of clear and functioning incentives. This would lead to an inability for the initiative to offer useful or relevant recommendations and analysis related to expertise identification, capacity building exercises, and external partnership strategies. | Identify incentives and rewards which will be communicated and implemented as part of the roll out and operationalization of the initiative. These incentives will be heavily integrated with existing UNDP systems and processes such as expertise requests (including missions, detailed assignments, T1/2/3 opportunities), mobility prospects, PMD reviews, Communities of Practice, and opportunities for capacity development. This action also includes the buy in and implementation of these incentives by senior and mid-management. |
| 4 | Low participation rate from UNDP’s workforce due to insufficient resources allocated to continual change management and advocacy efforts including communication, senior and middle management buy in and support, networks of local champions, development of advocacy materials. | Develop a detailed change management plan including resource requirements and identify key actors and user groups to make this a success. |

# Annex 1: Requirements of a digital solution for expertise mapping

## Description of services

UNDP is looking to enhance its ability to efficiently call upon the skills needed globally to implement its multidisciplinary projects and programmes and respond to government requests. In order to do so, UNDP is in need of a digital solution to better map the evolving skills, competencies and experience of its global programme and policy workforce. The digital solution, therefore, would offer staff (including SC, IC, and interns) the means to provide information on their skills, knowledge and experience, whilst also have the capacity to continually analyze user behavior to capture the growing expertise of each employee through their digital footprint. In addition, the tool will need to offer a robust reporting dashboard to establish a baseline of staff skills and competencies and provide an analysis of strengths and resource gaps. UNDP plans to pilot the tool with staff and consultants in the Crisis Bureau and Development Policy Bureau and then expand for the entire UNDP workforce of approximately 18,000 including Staff, Service Contract holders, Consultants, UN Volunteers and Interns.

UNDP deployed the use of Microsoft Office 365 globally in 2015 and has been promoting heavily the use of Yammer, Teams, OneDrive, SharePoint Online and of course, Outlook, among other online tools among its workforce globally. The digital solution will need to integrate well into the O365 environment in order to create a seamless experience for its users. The platform could be developed in a phased approach, starting with basic profile and search functionality and bringing in AI components moving forward.

## Requirements

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Topic** | **Item** | **Nice to have** | **Require-ment** | **Deal breaker** |
| Robust user profiles | Individual profiles for the entire workforce (including Staff, SC, IC, interns) which cover a range of areas such as expertise, skills, projects, language, country experience, etc. |  | x |  |
| Ability to identify level of expertise, using OHR scale in job descriptions  |  |  |  |
| Ability to connect basic profile info to HR records and corporate data |  | x |  |
| Ability for each user to update their profile |  | x |  |
| Ability for user to add short description related to each capacity area in their profile | x |  |  |
| Ability for profile fields to be based on fixed taxonomy or free text |  | x |  |
| Ability for taxonomies to be updated with the passage of time |  | x |  |
| Ability to include and manage roster profiles | x |  |  |
| Database of skills with definitions | x |  |  |
| Use of AI for auto-profile creation and updates | Ability to read and pull insights on skills/expertise from unstructured data sources (ex: blogs, Yammer conversations, emails) |  | x |  |
| Ability to read and interpret skills/expertise from structured data sources (ex: Peoplesoft data, archived file sets, etc.) |  | x |  |
| Ability to connect to datasets through an API (ex: HR data system) |  | x |  |
| Ability for a phased approach (eg: start with basic profiles + search, later add in AI component) | x |  |  |
| Ability for users to opt-out of AI functionality for their profile  | x |  |  |
| Advanced profile search interface | Filtering across multiple taxonomy areas |  | x |  |
| Easy to use UI/UX |  | x |  |
| Search to also source from user activity in O365 environment in addition to profile fields | x |  |  |
| Integration with UNDP corporate systems | Search interface and user profiles being accessible within the O365 environment |  | x |  |
| Integrate with relevant data sources from Peoplesoft (profile and contact info, mission travel/BTOR), LMS and Microsoft O365. |  |  |  |
| Ability to scan and analyse users’ digital footprint within the PeopleSoft (Atlas) and O365 environment (eg: Yammer, email, SharePoint, etc.) to input into continual profile updates |  | x |  |
| QA mechanism for profile updates | Ability for users to be notified about automatic updates to their profile in order to confirm/edit according to their reality |  | x |  |
| Ability for a users’ manager to vet skills associated to them, and/or endorsement system by other users | x |  |  |
| Multilingual environment | A multilingual user interface for profiles and search (at least English, French, Spanish) |  | x |  |
| Ability for system to read and pull insights from user content produces in multiple languages (at least English, French, Spanish) |  | x |  |
| Advanced analytics reporting | Ability to map skills and capacities across geographies (regions, countries), organizational structure (bureau, offices, units), and position level |  | x |  |
| Ability to highlight gaps in the GPN’s available capacities |  | x |  |
| Ability to analyze most common search terms and where they originate from | x |  |  |
| Ability to display comprehensive org chart based on management structure (available in data) | x |  |  |
| HR vacancy connector | Ability to match a vacancy with corresponding talent profiles | x |  |  |
| Alert internal workforce when a vacancy becomes available which matches their skills and expertise | x |  |  |
| Connect with external data sources | The potential to connect with profile activity of users in non-O365 environment, if approved by user (ex: LinkedIn, Blogs, UNDP public website authoring, etc.) | x |  |  |
| Ability to include external Rosters + LTAs as static, searchable profiles in the system. | x |  |  |
| Data security | Data sitting in UNDP’s corporate environment will only be connected through APIs, and we will continue to be the sole owners of that data (including email addresses) |  | x |  |
| UNDP will be the sole owner of the data which is entered into profiles and searches | x |  |  |
| The system will respect all established privacy and access settings on existing data, content and conversations in the O365 environment. |  | x |  |
| Ability to provide third-party audit certification/Pen tests previously conducted |  | x |  |

# Annex 2: Data Sources

To realize the vision of this initiative, UNDP needs (a) improved people profiles that feature expertise information in a systematic way, and (b) an enhanced people search that is able to identify people in UNDP based on a range of criteria.  Currently, UNDP workforce profile information is held in several different places, with the main internal sources being:

* **Atlas e-services** **module** (for performance management, mission information, leave management, project management)
* **Active Directory/Azure** (central registry for email addresses and user accounts)
* **Identity Management, IDM** (an improvised interface sitting on top of Active Directory that allows staff to update information that hasn’t been automatically updated in the Active Directory. This interface will be retired in favour of the Atlas e-services module in the near future).
* **O365 Delve** (the user profile page in Microsoft Office 365, which holds data on user skills and expertise. Delve sits on top of SharePoint and is the reference point for all profile information in the O365 environment).

Other important internal sources to pull from which are relevant to user activity and experience:

* O365 environment including Yammer, Outlook, OneDrive, Teams, SharePoint, Sway
* Taleo learning platform
* PMD
* Cosmos
* Surge roster
* Teamworks archives

External sources relevant to user activity and areas of expertise/interest (opt in):

* LinkedIn
* Twitter
* Blog sites like Medium, Exposure

# Annex 3: Specifications

## Profile fields

Fields marked with **\*** will include rating scale of expertise level

|  |  |  |
| --- | --- | --- |
| Field name | Type of field | Data source |
| First/Last Name | Pre-filled  | AD |
| Job Title | Pre-filled  | AD |
| Bureau | Pre-filled  | AD |
| Unit | Pre-filled  | AD |
| Duty station | Pre-filled  | AD |
| Phone number | Pre-filled  | AD |
| Email  | Pre-filled (clickable to send email in Outlook) | AD |
| Skype for Business | Pre-filled (clickable to send message in S4B) | AD |
| Photo | Upload | Delve + self-reporting |
| Supervisor  | Pre-filled (clickable to expand into Org chart) | AD |
| Position Grade | Pre-filled  | AD |
| Contract modality | Pre-filled  | AD |
| Thematic expertise\* | Set taxonomy  | Delve + self-reporting |
| Functional skills\* | Set taxonomy | Delve + self-reporting |
| Languages\* | Set taxonomy + free text | Delve + self-reporting |
| Soft skills\* | Set taxonomy | Self-reporting |
| Country experience + context\* | Set taxonomy (adds tag of context associated with country term) | Self-reporting + LinkedIn previous experience location field (?) |
| Development settings\* | Set taxonomy | Self-reporting |
| Previous experience\* | Set taxonomy + free text | Self-reporting |
| Other skills\* | Free text | Self-reporting + LinkedIn |
| Education | Free text (school name, degree name, degree type, graduation date, location) | Self-reporting + Delve + LinkedIn |
| Employment History | Free text (Employer name, title, dates worked, location, description of duties) | LinkedIn + self-reporting + P11 (?) |
| Projects | Free text (name of project, location) | Delve + self-reporting + Atlas (?) |
| “About Me” | Free text | Delve + self-reporting |
| Availability for missions / detailed assignments | Yes/no button | Self-reporting + Atlas mission information (if currently on mission/detail) |
| SURGE roster | Pre-filled  | SURGE database |
| Vetted expert | Pre-filled | \*Future database of expert pools |
| Member of (O365 groups, Teams, Yammer groups) | Pre-filled | Delve |
| Missions/detailed assignment history | Pre-filled (location, dates, title of mission, link to BTOR if available) | Atlas + BTMS (for BPPS) |
| Learning history | Pre-filled + free text | LMS + self-reporting |
| “I’m interested in” (learning opportunities) | Free text | Self-reporting |
| Twitter profile link | Free text | Self-reporting |
| LinkedIn profile link | Free text | Self-reporting |
| Public blog link | Free text | Self-reporting |
| Publications authored links | Free text | Self-reporting |
| Yammer conversations | Pre-filled (permission dependent) | Yammer |
| Documents shared on SharePoint | Pre-filled (permission dependent) | SharePoint on prem + online |

## Search refiners

* Free text keyword search box
* Thematic expertise
* Functional skills
* Languages
* Soft skills
* Current location (country + region)
* Country experience (country + region)
* Development settings
* Availability for missions / detailed assignments
* Contract modality
* Position grade

## Analytics dashboard visualisations

Visualisations:

* Heatmap of skills and expertise, highlighting instances of capacities present in internal workforce
* Largest gaps in skills and expertise
* Highlight individuals with skill sets that meet criteria for talent pools (TBD) + individuals who need minor upskilling to meet criteria
* Most commonly searched for skills

Filters:

* Global, regional and CO level
* Skills type (e.g. language vs thematic expertise) and individual skills (e.g. Climate change adaptation, internal communications)
* Contract modality
* Position grade

# Annex 4: Capacity Framework

This is the Capacity Framework version from November 2018, which includes the following taxonomy items under 7 main areas. There will be a rating system to identify level of expertise in each area. NB: a reduced capacity framework was used for the pilot, including only the first three areas of expertise listed below.

## Thematic Expertise

As defined by the GPN Workstream 5 [exercise on Knowledge Domains](https://intranet.undp.org/unit/gpn/GPNTransition/SiteAssets/SitePages/GPN%20Workstream%20Outputs/GPN%20Knowledge%20Domains%20and%20Expertise_23Nov2018.pptx) (Q4 2018)

|  |  |
| --- | --- |
| **Level 1** | **Level 2** |
| Poverty Reduction  |  |
| Multidimensional Poverty and Human Development |
| SDGs/National Development Strategy, Planning and Budgeting  |
| Public Expenditure and Financial Management |
| Public Private Partnership |
| Social Protection Systems |
| Gender Equality and Empowerment of Women  |  |
| Women's Economic Empowerment, including Labor Issues |
| Gender-based Violence  |
| Women's Leadership (Political, Public Admin and Private Sector) |
| Gender Mainstreaming |
| Women, Peace and Security |
| Youth Empowerment |  |
| Youth Political Participation and Leadership |
| Youth, Peace and Security |
| Youth Socio-economic Empowerment |
| Health |  |
| HIV/AIDS |
| Universal Health Coverage, including NCDs |
| Planetary Health  |
| Health Emergencies  |
| Leaving No one Behind (LNOB) |  |
| People with Disability |
| Youth |
| Indigenous People |
| LGBTIQ |
| Ageing |
| Inclusive & sustainable economic growth |  |
| Economic Transformation, Policy and Planning  |
| Economic Diversification |
| Local Economic Development (incl. Local Green Economy etc.) |
| Youth Employment |
| Livelihoods/Job/Employment/Decent Work Promotion |
| Inequality and exclusion |
| Work and Automation Technology |
| Gig Economy and Technology |
| Digital transformation (incl. Technologies/Solutions) |
| Private Sector Development |  |
| Inclusive Markets/Business & Value Chain Development |
| Public Private Partnership |
| SME Development  |
| Financial Inclusion |
| Livelihoods and Economic Recovery |  |
| Emergency Employment /Jobs |
| Sustainable Livelihoods Diversification/Recovery |
| Economic Transition in post-crisis settings |
| Community Infrastructure /Assets |
| Enterprise /Private Sector Recovery |
| Local Economic /Socioeconomic Recovery |
| Development and Mine Action (for People's Livelihoods) |
| Debris/Solid Waste Management |
| Livelihoods |
| Reintegration of Ex-Combatants (DDR) |
| Cash Based Transfers |
| Migration and Displacement |  |
| Migration and Development |
| Forced Displacement During Durable Solutions |
| Reintegration (Refugees/IDPs) |
| Climate Change |  |
| Climate Change Adaptation |
| Climate Change Mitigation |
| UNFCCC Policy, Planning and Reporting |
| Disaster Risk Reduction and Recovery |  |
| Disaster and Climate Risk Governance |
| Disaster Risk Assessments |
| Disaster Recovery Planning and Programming |
| Post Disaster Needs Assessments |
| Early Warning and Preparedness |
| Local Level Disaster Risk Management |
| Gender Responsive DRR and Recovery |
| Energy |  |
| Energy Access (incl. in crisis settings) |
| Energy Planning, Derisking Energy Investment and Financial Appraisal |
| Energy Efficiency |
| Renewable Energy |
| Natural Capital and Environment |  |
| Ecosystems and Biodiversity (wildlife, dryland ecosystems, land degradation) |
| Environmental economics |
| Forests |
| Ocean Governance |
| Water Governance |
| Green Commodities/Growth |
| Ozone Layer Protection |
| Crisis and Environment |
| Non-Renewable Natural Resources |
| Circular Economy |
| Chemicals and Waste Management |
| Rule of Law and Human Rights |  |
| Access to Justice |
| Sector Wide Planning and Reform (Justice and Security Sectors) |
| Small Arms Control |
| Human Rights /Human-Rights Based Approaches |
| Community/ Citizen Security/Armed Violence Reduction |
| Transitional Justice |
| Justice and Security for Women (incl. GBV) |
| Security Sector /Police Reform |
| Conflict Prevention and Peacebuilding |  |
| Conflict Analysis/Sensitivity |
| Recovery and Peace Building Assessments  |
| Early Warning  |
| Sustaining Peace (incl. Financing) Peace Building and Transitions |
| Dialogue, Mediation and Reconciliation |
| Prevention of Violent Extremism and Violence Prevention |
| Social Cohesion |
| Infrastructure for Peace |
| Land, Nature Resources and Conflict |
| Technology, Innovation and Peace Building  |
| Effective and Accountable Institutions  |  |
| Public Sector Reform  |
| Anti-Corruption  |
| Civil Service Reform |
| Restoration of Core Government Functions  |
| Institutional Capacity to Implement and Coordinate SDGs |
| Inclusive Processes |  |
| E-Government |
| Electoral Cycle  |
| Inclusion and Participation |
| Parliamentary Development |
| Civic Engagement |
| Youth Leadership and Participation  |
| Constitutional Development and Processes |
| Local Governance |  |
| Municipal Planning and Basic Service Delivery (incl. Budgeting & Financing) |
| Localization of the SDGs |
| Urbanization /Urban Planning |
| Restauration of local government capacity |
| Area-based approaches |
| Decentralization |
| Financing for Development |  |
| Public Sector Finance |
| Private Sector Finance (incl. Innovative Finance Approaches and Instruments, and Insurance for Development) |
| Mobilization and coordination of support for post-crisis recovery and reconstruction processes (incl. international conferences) |
| Aid Coordination, Development Partnership Architecture and Mutual Accountability Framework |
| Data |  |
| Data and Statistics for Development |
| SDG Monitoring and Reporting |
| Integrated Assessments |
| Development Exchange and Learning |  |
| South-South/Triangular/Decentralized Cooperation |
| Innovation for Development |

## Functional Skills

Developed from the following sources:

* [Operational Topics](https://undp.sharepoint.com/%3Ax%3A/s/Workstream6CapacityBuildingfortheNewCadre/EYMGnZCh3wpBqsz7wh6LvAIBUbbhvOlwW44rxwnUEZd4zg?e=5ENRyH) defined through the UNDP "People Search" project by BMS and BERA units (Oct 2017):
* [Effectiveness functions](https://www.yammer.com/undp.org/threads/1161248469) defined by exercise of the GPN Workstream 5 (Oct 2018) -
* [Social Innovation glossary](https://undp.sharepoint.com/%3Aw%3A/s/Workstream6CapacityBuildingfortheNewCadre/Ef79x-UhwQBIpOJsF0H2x7wBbGMedJmMSy35ydYTwmoMGA?e=1FfInN) of terms developed by UNDP Innovation Facility, for the Roster of Experts (2015)

|  |  |
| --- | --- |
| **Level 1** | **Level 2** |
| Administration | Strategic planning and implementation |
| Oversight and compliance |
| Documents and records management |
| Leave management |
| Travel management |
| Logistics, transactional procurement & transportation management |
| Events, retreats, meetings and trainings management |
| Assets management |
| Inventory management |
| Registry & correspondence management |
| Communications management |
| Knowledge management |
| Building, Facilities & Office Space management |
| Human Resources | Human Resources management (General) |
| Business and HR strategy |
| Compensation and benefits management |
| Diversity and inclusion |
| Employee and labor relations |
| Employee engagement |
| Human Resources Information Systems (HRIS) |
| Learning and development |
| Organizational development |
| Payroll management |
| Performance management |
| Recruitment |
| Talent management |
| Workforce planning |
| Information Management & Technology | Information Strategy & Governance - Governance, Planning |
| Information Security |
| Business Intelligence & Analytics |
| Business Process Analysis & Improvement |
| Technology Strategy and Planning |
| Enterprise and business architecture |
| Program & Project Management |
| Solutions Architecture & Business Change Management - Business analysis, requirements, org design, benefit management |
| Systems Design & Development - Network, Infrastructure |
| Systems Design & Development - Database design & Data management |
| Systems Design & Development - Programing and software development |
| User Experience |
| Installation and Integration |
| Service Delivery & Operations |
| Change Management |
| Partnerships /Advocacy /Communications | Civil Society |
| OECD/DAC Partnerships |
| World Bank/Bretton Woods/IFI Partnerships |
| Multi-Partner Trust Fund Management |
| UN Systems Coordination |
| Strategy and analysis |
| Private sector resource mobilization |
| Private sector engagement |
| Innovative Finance |
| Liaison and outreach |
| Media management and outreach |
| Crisis and reputational risk |
| Communications product development |
| Marketing and Outreach |
| Goodwill Ambassadors |
| Digital and Social media |
| Online fundraising and appeals |
| Special events |
| Procurement Management |  |
| Security Services |  |
| Finance | Investment management |
| Banking and Cash Management |
| Budget & cost recovery system |
| Accounting and Administration |
| Business Partnering |
| Global Shared Services Unit |
| Finance Business Partner |
| Finance Business Analytics |
| Financial Risk Management |
| Credit and Collections |
| Crisis Response  | Crisis management |
| Humanitarian inter-agency coordination |
| Crisis coordination |
| Humanitarian assessment capacity |
| Crisis programming |
| Resilience based programming |
| Crisis fundraising |
| Crisis related communication and advocacy |
| Operationalize and Report on the Strategic Plan | IRRF design, implementation and monitoring |
| ROAR and the ARA |
| Quality assurance of corporate data |
| Performance and data analysis and sharing lessons |
| open.undp.org and publication of data |
| Capacities to enhance aid transparency |
| UK Payment by results  |
| Thematic evaluation management responses |
| System-wide approaches to strategic planning and results |
| EB Engagement on results, evaluation, and others |
| Programming Standards, Policies & Practices | Programming principles & standards and development effectiveness principles |
| DaO, UNDAF design and Common Chapter implementation |
| IATI Secretariat |
| Global monitoring of SDG 17 indicators |
| Programming (PPM) policies and procedures |
| RBM standards and practices for programming |
| Decentralized evaluation |
| Programmatic learning |
| HQ PAC and CPD lifecycle management |
| Performance analysis on programming |
| Project Quality Assurance |
| Informed Programmatic Risk Taking | Programmatic Risk Management and Analysis |
| Foresight Scanning |
| Social and Environmental Standards |
| Stakeholder Response Mechanism |
| Systems and tools for managing risk |
| Innovation | Innovation Readiness (in UNDP and UN System) |
| Secretariat for Corporate Innovation Board |
| Linked Programme/Operation Innovation |
| Global Learning and Results Reporting on Innovation |
| Collaboration  | Tools and processes for knowledge networking and collaboration  |
| Facilitation of communities of practice within GPN |
| Integrated systems to support Effectiveness functions |
| Corporate capacity building on Effectiveness functions |
| Online Consultation Services |
| Social Innovation | ​Behavioural Insights |
| Challenge Prizes​​ |
| Crowdsourcing​​ |
| Gamification |
| ​Human-centred Design |
| Mobile Feedback Mechanisms​ |
| Social Innovation Labs |
| ​Hackathons |
| Strategic Foresight |
| Sensing |
| Big Data |
| Data Visu​alisation​ |

## Languages

Official UN Languages + Portuguese which is a requirement for certain UNDP duty stations. In addition to these fields, users can enter free text for more languages

|  |
| --- |
| English |
| French |
| Spanish |
| Arabic |
| Chinese |
| Russian |
| Portuguese |

## Soft Skills

The soft skills terms will mirror the OHR Competency framework which is currently being revised

## Countries and Contexts

* Country list in 6 languages as per [Member States list,](https://emea01.safelinks.protection.outlook.com/?url=https%3A%2F%2Funtermportal.un.org%2FUNTERM%2Fdownload%2Fcountry&data=02%7C01%7C%7C33663a5c61bc49cc941c08d6345ab9c0%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C636753961592972571&sdata=J1OMmK9VnrlmlddFIsPxBjsUZ8QosrQkeX%2BYh28b33E%3D&reserved=0) UNTERMS (2018)
* Contexts as per [World Economic Prospects](https://www.un.org/development/desa/dpad/wp-content/uploads/sites/45/publication/WESP2018_Full_Web-1.pdf) (Country Contexts section, pg 139) updated yearly.

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Country list (English) | **LICs** | **MICs** | **SIDs** | **LDCs** | **HIPC**  | **Land-locked** | **Fragile** | **Fragile (new deal)** | **Fuel exporting**  |
| Afghanistan | o |  |  | o | o | o | o | o |  |
| Albania |  | o |  |  |  |  |  |  |  |
| Algeria |  | o |  |  |  |  |  |  |  |
| Andorra |  |  |  |  |  |  |  |  |  |
| Angola |  | o |  | o |  |  |  |  |  |
| Anguilla‎  |  |  | o |  |  |  |  |  |  |
| Antigua and Barbuda |  |  | o |  |  |  |  |  |  |
| Argentina |  | o |  |  |  |  |  |  |  |
| Armenia |  | o |  |  |  | o |  |  |  |
| Aruba‎  |  |  | o |  |  |  |  |  |  |
| Australia |  |  |  |  |  |  |  |  |  |
| Austria |  |  |  |  |  |  |  |  |  |
| Azerbaijan |  | o |  |  |  | o |  |  |  |
| Bahamas |  |  | o |  |  |  |  |  |  |
| Bahrain |  |  | o |  |  |  |  |  |  |
| Bangladesh |  |  |  | o |  |  |  |  |  |
| Barbados |  |  | o |  |  |  |  |  |  |
| Belarus |  | o |  |  |  |  |  |  |  |
| Belgium |  |  |  |  |  |  |  |  |  |
| Belize |  | o | o |  |  |  |  |  |  |
| Benin | o |  |  | o | o |  |  |  |  |
| Bermuda‎  |  |  | o |  |  |  |  |  |  |
| Bhutan |  | o |  | o |  | o |  |  |  |
| Bolivia (Plurinational State of) |  | o |  |  | o | o |  |  |  |
| Bosnia and Herzegovina |  | o |  |  |  |  |  |  |  |
| Botswana |  | o |  |  |  | o |  |  |  |
| Brazil |  | o |  |  |  |  |  |  |  |
| British Virgin Islands‎  |  |  | o |  |  |  |  |  |  |
| Brunei Darussalam |  |  |  |  |  |  |  |  |  |
| Bulgaria |  | o |  |  |  |  |  |  |  |
| Burkina Faso | o |  |  | o | o | o |  |  |  |
| Burundi | o |  |  | o | o | o | o | o |  |
| Cabo Verde |  | o | o |  |  |  |  |  |  |
| Cambodia |  | o |  | o |  |  |  |  |  |
| Cameroon |  | o |  |  | o |  |  |  |  |
| Canada |  |  |  |  |  |  |  |  |  |
| Cayman Islands‎  |  |  | o |  |  |  |  |  |  |
| Central African Republic | o |  |  | o | o | o | o | o |  |
| Chad | o |  |  | o | o | o | o | o |  |
| Chile |  |  |  |  |  |  |  |  |  |
| China |  | o |  |  |  |  |  |  |  |
| Colombia |  | o |  |  |  |  |  |  |  |
| Comoros | o |  | o | o | o |  | o | o |  |
| Congo |  | o |  |  | o | o | o |  |  |
| Cook Islands‎  |  |  | o |  |  |  |  |  |  |
| Costa Rica |  | o |  |  |  |  |  | o |  |
| Côte d'Ivoire |  | o |  |  | o |  | o | o |  |
| Croatia |  | o |  |  |  |  |  |  |  |
| Cuba |  | o | o |  |  |  |  |  |  |
| Curaçao |  |  | o |  |  |  |  |  |  |
| Cyprus |  |  |  |  |  |  |  |  |  |
| Czechia |  |  |  |  |  |  |  |  |  |
| Democratic People's Republic of Korea |  |  |  |  |  |  |  |  |  |
| Democratic Republic of the Congo | o |  |  | o | o |  | o | o |  |
| Denmark |  |  |  |  |  |  |  |  |  |
| Djibouti |  | o |  | o |  |  | o |  |  |
| Dominica |  |  | o |  |  |  |  |  |  |
| Dominican Republic |  | o | o |  |  |  |  |  |  |
| Ecuador |  | o |  |  |  |  |  |  |  |
| Egypt |  | o |  |  |  |  |  |  |  |
| El Salvador |  | o |  |  |  |  |  |  |  |
| Equatorial Guinea |  | o |  |  |  |  |  |  |  |
| Eritrea |  |  |  | o | o |  | o |  |  |
| Estonia | o |  |  |  |  |  |  |  |  |
| Ethiopia |  |  |  | o | o | o |  |  |  |
| Fiji |  | o | o |  |  |  |  |  |  |
| Finland |  |  |  |  |  |  |  |  |  |
| former Yugoslav Republic of Macedonia |  | o |  |  |  | o |  |  |  |
| France |  |  |  |  |  |  |  |  |  |
| Gabon |  | o |  |  |  |  |  |  |  |
| Gambia | o |  |  | o | o |  | o |  |  |
| Georgia |  | o |  |  |  |  |  |  |  |
| Germany |  |  |  |  |  |  |  |  |  |
| Ghana |  | o |  |  | o |  |  |  |  |
| Greece |  |  |  |  |  |  |  |  |  |
| Greenland‎  |  |  |  |  |  |  |  |  |  |
| Grenada |  |  | o |  |  |  |  |  |  |
| Guatemala |  | o |  |  |  |  |  |  |  |
| Guinea | o |  |  | o | o |  |  | o |  |
| Guinea-Bissau | o |  | o | o | o |  | o | o |  |
| Guyana |  | o | o |  | o |  |  |  |  |
| Haiti | o |  | o | o | o |  | o | o |  |
| Honduras |  | o |  |  | o |  |  |  |  |
| Hungary |  |  |  |  |  |  |  |  |  |
| Iceland |  |  |  |  |  |  |  |  |  |
| India |  | o |  |  |  |  |  |  |  |
| Indonesia |  | o |  |  |  |  |  |  |  |
| Iran (Islamic Republic of) |  | o |  |  |  |  |  |  |  |
| Iraq |  | o |  |  |  |  | o |  |  |
| Ireland |  |  |  |  |  |  |  |  |  |
| Israel |  |  |  |  |  |  |  |  |  |
| Italy |  |  |  |  |  |  |  |  |  |
| Jamaica |  | o | o |  |  |  |  |  |  |
| Japan |  |  |  |  |  |  |  |  |  |
| Jordan |  | o |  |  |  |  |  |  |  |
| Kazakhstan |  | o |  |  |  | o |  |  |  |
| Kenya |  | o |  |  |  |  |  |  |  |
| Kiribati |  | o | o | o |  |  | o |  |  |
| Kosovo (as per UNSCR 1244) |  |  |  |  |  |  | o |  |  |
| Kuwait |  |  |  |  |  |  |  |  |  |
| Kyrgyzstan |  | o |  |  |  | o |  |  |  |
| Lao People's Democratic Republic |  | o |  | o |  | o |  |  |  |
| Latvia |  |  |  |  |  |  |  |  |  |
| Lebanon |  | o |  |  |  |  | o |  |  |
| Lesotho |  | o |  | o |  | o |  |  |  |
| Liberia | o |  |  |  | o |  | o | o |  |
| Libya |  | o |  |  |  |  | o |  |  |
| Liechtenstein |  |  |  |  |  |  |  |  |  |
| Lithuania |  |  |  |  |  |  |  |  |  |
| Luxembourg |  |  |  |  |  |  |  |  |  |
| Madagascar | o |  |  | o | o |  |  |  |  |
| Malawi | o |  |  |  | o | o |  |  |  |
| Malaysia |  | o |  |  |  |  |  |  |  |
| Maldives |  | o | o |  |  |  |  |  |  |
| Mali | o |  |  | o | o | o | o |  |  |
| Malta |  |  |  |  |  |  |  |  |  |
| Marshall Islands |  |  | o |  |  |  | o |  |  |
| Mauritania |  | o |  | o | o |  |  |  |  |
| Mauritius |  | o | o |  |  |  |  |  |  |
| Mexico |  | o |  |  |  |  |  |  |  |
| Micronesia (Federated States of) |  |  |  |  |  |  | o |  |  |
| Monaco |  |  |  |  |  |  |  |  |  |
| Mongolia |  | o |  |  |  | o |  |  |  |
| Montenegro |  | o |  |  |  |  |  |  |  |
| Montserrat |  |  | o |  |  |  |  |  |  |
| Morocco |  | o |  |  |  |  |  |  |  |
| Mozambique | o |  |  | o | o |  | o |  |  |
| Myanmar |  | o |  | o |  |  | o |  |  |
| Namibia |  | o |  |  |  |  |  |  |  |
| Nauru |  |  | o |  |  |  |  |  |  |
| Nepal | o |  |  | o |  | o |  |  |  |
| Netherlands |  |  |  |  |  |  |  |  |  |
| New Zealand |  |  |  |  |  |  |  |  |  |
| Nicaragua |  | o |  |  | o |  |  |  |  |
| Niger | o |  |  | o | o | o |  |  |  |
| Nigeria |  | o |  |  |  |  |  |  |  |
| Niue‎  |  |  |  |  |  |  |  |  |  |
| Norway |  |  |  |  |  |  |  |  |  |
| Oman |  |  |  |  |  |  |  |  |  |
| Pakistan |  | o |  |  |  |  |  |  |  |
| Palau |  |  | o |  |  |  |  |  |  |
| Panama |  | o |  |  |  |  |  |  |  |
| Papua New Guinea |  | o | o |  |  |  | o |  |  |
| Paraguay |  | o |  |  |  | o |  |  |  |
| Peru |  | o |  |  |  |  |  |  |  |
| Philippines |  | o |  |  |  |  |  |  |  |
| Poland |  |  |  |  |  |  |  |  |  |
| Portugal |  |  |  |  |  |  |  |  |  |
| Qatar |  |  |  |  |  |  |  |  |  |
| Republic of Korea |  |  |  |  |  |  |  |  |  |
| Republic of Moldova |  | o |  |  |  | o |  |  |  |
| Romania |  | o |  |  |  |  |  |  |  |
| Russian Federation |  | o |  |  |  |  |  |  |  |
| Rwanda | o |  |  | o | o | o |  |  |  |
| Saint Helena |  |  |  |  |  |  |  |  |  |
| Saint Kitts and Nevis |  |  | o |  |  |  |  |  |  |
| Saint Lucia |  |  | o |  |  |  |  |  |  |
| Saint Maarten‎  |  |  |  |  |  |  |  |  |  |
| Saint Vincent and the Grenadines |  |  | o |  |  |  |  |  |  |
| Samoa |  | o | o |  |  |  |  |  |  |
| San Marino |  |  |  |  |  |  |  |  |  |
| Sao Tome and Principe |  | o | o | o | o |  |  |  |  |
| Saudi Arabia |  |  |  |  |  |  |  |  |  |
| Senegal | o |  |  | o | o |  |  |  |  |
| Serbia |  | o |  |  |  |  |  |  |  |
| Seychelles |  |  | o |  |  |  |  |  |  |
| Sierra Leone | o |  |  | o | o |  |  | o |  |
| Singapore |  |  | o |  |  |  |  |  |  |
| Slovakia |  |  |  |  |  |  |  |  |  |
| Slovenia |  |  |  |  |  |  |  |  |  |
| Solomon Islands |  | o | o | o |  |  | o | o |  |
| Somalia | o |  |  | o | o |  | o | o |  |
| South Africa |  | o |  |  |  |  |  |  |  |
| South Sudan |  |  |  | o |  | o | o |  |  |
| Spain |  |  |  |  |  |  |  |  |  |
| Sri Lanka |  | o |  |  |  |  |  |  |  |
| Sudan |  | o |  | o | o |  | o |  |  |
| Suriname |  | o | o |  |  |  |  |  |  |
| Swaziland |  | o |  |  |  | o |  |  |  |
| Sweden |  |  |  |  |  |  |  |  |  |
| Switzerland |  |  |  |  |  |  |  |  |  |
| Syrian Arab Republic |  | o |  |  |  |  | o |  |  |
| Tajikistan |  | o |  |  |  | o |  |  |  |
| Thailand |  | o |  |  |  |  |  |  |  |
| Timor-Leste |  | o | o | o |  |  | o | o |  |
| Togo | o |  |  | o | o |  | o | o |  |
| Tokelau‎  |  |  |  |  |  |  |  |  |  |
| Tonga |  |  | o |  |  |  |  |  |  |
| Trinidad and Tobago |  |  | o |  |  |  |  |  |  |
| Tunisia |  | o |  |  |  |  |  |  |  |
| Turkey |  | o |  |  |  |  |  |  |  |
| Turkmenistan |  | o |  |  |  | o |  |  |  |
| Turks and Caicos Islands‎  |  |  | o |  |  |  |  |  |  |
| Tuvalu |  |  | o | o |  |  | o |  |  |
| Uganda | o |  |  | o | o | o |  |  |  |
| Ukraine |  | o |  |  |  |  |  |  |  |
| United Arab Emirates |  |  |  |  |  |  |  |  |  |
| United Kingdom |  |  |  |  |  |  |  |  |  |
| United Republic of Tanzania | o |  |  | o | o |  |  |  |  |
| United States of America |  |  |  |  |  |  |  |  |  |
| Uruguay |  |  |  |  |  |  |  |  |  |
| Uzbekistan |  | o |  |  |  | o |  |  |  |
| Vanuatu |  | o | o | o |  |  |  |  |  |
| Venezuela (Bolivarian Republic of) |  | o |  |  |  |  |  |  |  |
| Viet Nam |  | o |  |  |  |  |  |  |  |
| Yemen |  | o |  | o |  |  | o | o |  |
| Zambia |  | o |  | o | o | o |  |  |  |
| Zimbabwe | o |  |  |  |  | o | o |  |  |
| Holy See |  |  |  |  |  |  |  |  |  |
| State of Palestine |  |  |  |  |  |  |  |  |  |

## Development settings

Three main development settings outlined in the [UNDP Strategic Plan 2018-2021](https://emea01.safelinks.protection.outlook.com/?url=http%3A%2F%2Fundocs.org%2FDP%2F2017%2F38&data=02%7C01%7C%7C33663a5c61bc49cc941c08d6345ab9c0%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C636753961592972571&sdata=OJ27QP1gQqYTVMWgpYKptdEt8GzddfwOuxeWi1elm8A%3D&reserved=0)

|  |
| --- |
| Eradicate poverty in all its forms and dimensions |
| Accelerate structural transformations for sustainable development |
| Build resilience to shocks and crises  |

## Previous experience

This area means to capture previous working experience in the following sectors

|  |
| --- |
| UN Funds, Specialised Programmes, Agencies |
| International NGO |
| National NGO |
| International Finance Institution |
| Private Sector |
| Donor |
| Academia |