

CHAPTER II

INTRODUCTION TO UNDP AS AN INTERNATIONAL ORGANIZATION

This chapter will examine the historical background of the establishment of UNDP along with the function of UNDP as an international organization. In other hands, the writer will explain the programs that provided by UNDP as an action to overcome current world problem. In addition, this chapter will also consist of the information about the fund resources of the UNDP and how does the UNDP allocate the money for providing the development agenda and programs in a country and what countries do become the contributor of UNDP funding resources.

A. The History of UNDP and Its Function

Initially, the UNDP was a combination of EPTA and SUNFED. First, the establishment of Expanded Programme of Technical Assistance (EPTA) in 1949 under United Kingdom diplomat David Owen, who was the first person hired by the UN during post-war. Owen was the one who initiates the idea of "technical assistance" toward the less fortunate or underdeveloped country which connecting the countries with the knowledge that useful for development (Murphy, 2006). In addition, the six UN agencies gathered under the EPTA aimed to support the development. The program was described in an educational filmstrip. Owen said, "cooperation for economic development is proposed for practical work" (UNDP, 2018).

Besides EPTA, The UN General Assembly also formed a mechanism for the participation of specialized agencies called the Technical Assistance Board (TAB). The council

consists of the Chief Executive (the representative) of the United Nations and its specialized agencies and was a forum in which the demand for Technical Assistance was discussed, progress report given, and the programs are presented. Then, TAB made a recommendation about the total program to the Technical Assistance Committee (TAC) of The Economic and Social Council (ECOSOC). Then, TAC would approve all of the programs and then the project will be started when the multilateral or bilateral instrument was signed (UNESCO, 2018).

The field of operational funding of EPTA can be grouped into ten categories: 1) assist the government in the formulation and the implementation of development plans; 2) development of public utility; 3) industrial production and mining; 4) agricultural production; 5) additional services for industry and agriculture; 6) health services; 7) education; 8) community development; 9) social services; 10) atomic energy (UNESCO, 2018).

Second, the Special Fund for Economic Development (SUNFED) or well known as the UN Special Fund was established in 1958 under Paul Hoffman, an American entrepreneur who has run the Marshall Plan. The UN Special Fund conducted a survey and analysis to help to identify the major development project that is economically viable for a country, and connecting the country to the 'resources'. It means the Special Fund help the country in finding its natural resources power such as land and water resources. (Murphy, 2006). The Special Fund is a financial assistance body who hand in hand with Technical Assistance to support a development project worldwide. Both of EPTA and The Special Fund were focused on sharing development knowledge through partnership and technical assistance (UNDP, 2018).

Then on January 1, 1966 both EPTA and Special Fund merged into one entitle body called United Nations Development Programme (UNDP) as an international organization under UN body. UNDP has headquarters in New York, United States. This organization works with more than 170 developing countries and territorial (UNDP, 2018). At the beginning of the task of development is to make the foundation of the institutions and infrastructure to change the economy, government, population, especially in newly independent countries. The main objective of the establishment of UNDP is to help eradicate poverty, reduce life inequalities and life ineligibility. In conducting the effort to realize their goals that want to be achieved, UNDP helps a country to develop policies, leadership capabilities, the ability to have relationships or cooperation with others (partnerships), the ability to regulate an institution, and create resilience to development (Februarini, 2017).

In addition, the General Assembly describes the establishment of UNDP as the lead organization in the provision of technical assistance. UNDP resident representatives are expected to asses local needs and priorities, coordinate program, function as country representatives for some of the specialized agencies, and serve the focal point between the UN and recipient government (Mingst, 2004). In other words, one of the biggest IGO, UNDP works hand in hand with the government and people as a strategic solution to overcome the global and national development challenges. When the government or people are developing local capacity, they collaborate with UNDP and its partners to bring about the results.

So, in assisting countries development, cooperation in the form of technical assistance is needed and has an important role for countries. The technical assistance can

help countries to achieve self-reliance by facilitating and supporting investment, building human resources, research and training, and by strengthening national capabilities for the countries development. The assistance provided also focuses on improving housing, public facilities, and social services. Those actions are done to improve living conditions in a country, to help to build the national development capacity, and to assist the country in a various problem related to population. The urgency of this technical assistance for a country then encourages the UN to establish a body that focuses on the efforts to improve the condition of countries development, especially for developing countries.

UNDP itself is described as an institution of the UN global development network, an organization that advocate change and connecting countries with the knowledge, experience and to help people build a better life either. The duty of UNDP is to deal with poverty, giving voice to those who have no voice, and begin to reverse the global economic and political disparities that are growing (Murphy, 2006). Thus its duty is in line with its mission since UNDP works to eliminate extreme poverty as well as protecting the planet from serious damage. In the other hand, UNDP helps countries to develop strong policies, skills, partnerships, and institutions so they can sustain the progress (UNDP, 2018).

In other words, in the beginning, UNDP was present to fulfill the objectives of the UN itself, namely "to achieve international cooperation in solving international problems such as economic, social, cultural, or humanitarian character and the creation of high standard of living, full employment and condition of economic and social progress and development". These two UN objectives were achieved

by UNDP by providing technical assistance to countries for the sake of the creative world welfare.

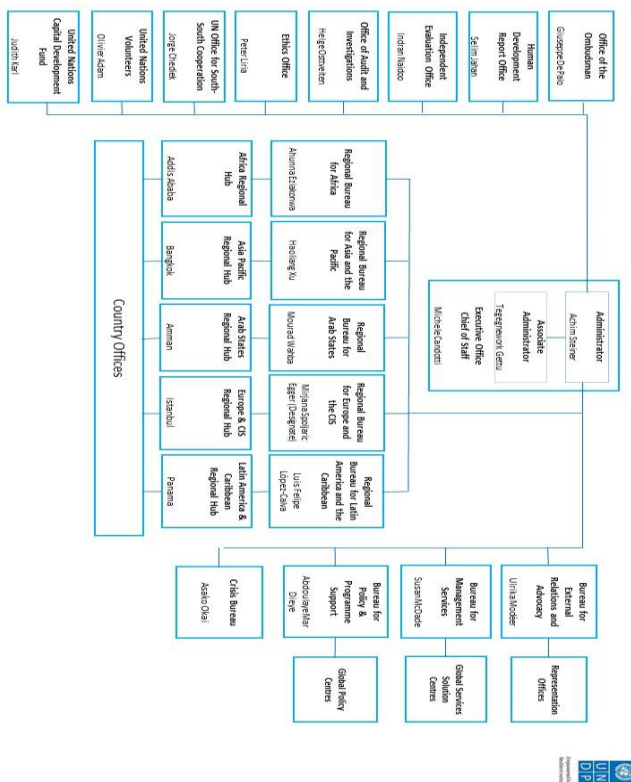
Presently, UNDP is well-known as a leaner and efficient organization that operates even close to the field and spreading its staff to regional sub to strengthen its support to country offices. In other hands, for two years in a row, UNDP is regarded as a development agency with most transparent institution in the world that launched by the Aid Transparency Index. Then in 2015, AidData shows that UNDP is regarded as the development partner that communicate frequently with his host government counterparts. Those things happen because UNDP has put in place an open data platform that allows the use of data globally. In addition, UNDP published all its activities, budgets, and results, on open.undp.org to give clear transparency around the world. In addition, the website also covers the projects of UNDP which more than 4.000 projects conducted in 155 countries and territories (UNDP, 2018).

In running its function as the heart of the UN development system, UNDP also incorporates another UN special bodies or agencies, such as; UN Volunteers, and United Nations Capital Development Fund (UNCDF). Despite UN Volunteers and UNCDF, UNDP partners with another UN Agencies such as UN Food and Agriculture Organization, UN International Children's Emergency Fund (UNICEF), World Health Organization that hand in hand to settle current world challenges. In addition, UNDP also strengthens the joint action on development in the various forum such as the Economic and Social Council and the UN General Assembly. Therefore, no wonder if UNDP is dedicated to the UN reform agenda, working with all UN agencies with the priority of the main agenda that are

common in the world is for the progress of human development.

UNDP is governed by an executive board of 36 UN member states serving on the rotational three-years basis. UNDP has implemented the new Integrated Results and Resources Framework that be able to the stakeholders to easily monitor the performance, learn lessons and holds accountable for entrusted funds. It is because the implementation of the Integrated Results and Resources Framework shows them the allocation of resources and results clearly. Of course, the idea of the framework is a good renewal to run a good management system in an organization (UNDP, 2018). The board meetings are held three times a year. Here is the organizational structure of UNDP:

Figure 2.1 UNDP Organizational Structure in 2018



Source: UNDP – “2018 Organizational Chart”. Publish online at www.undp.org. retrieved from <https://www.undp.org/content/undp/en/home/about-us/organisational-chart.html> [online source].

In the other hand, as well as other organizations, UNDP has the function to become an intermediary for the development that occurs among its member in carrying out

their programs. In general, UNDP has three general objectives (Antuli, 2016), namely:

1. Helping the UN to become a body with great and cohesive power in the development of humanity;
2. Focusing on resources owned by the UN in order to carry out all objectives in human development such as reducing poverty, environmental sustainability, job vacancy, and gender equality;
3. Strengthening international cooperation in human development and becoming a major contributor to the achievement of human development.

B. The Programs of UNDP and Its Funding Sources

Actually, UNDP has two types of programs, five-year development programs, and intercountry programs. Both programs provide and coordinate development activities in almost every economic and social sector including agriculture, fisheries, forestry, mining, manufacturing, energy, transportation, communication, housing and building construction, trade and tourism, nutrition, health, sanitation, nature protection, education and training, community development, social welfare, economic planning, and public administration. UNDP projects aim to help developing countries to use natural resources and human resources well, improve living standards, enhance productivity, and contribute to the world economy.

UNDP invite the government and local communities to work together and to assist them to obtain solution in matter of national and global development challenges. Therefore, based on its official site, particularly UNDP focuses on six development programs (UNDP, 2019), there are:

1. Sustainable Development

Sustainable Development was introduced at the end of 2015 to replace the previous Millennium Development Goal (MDG). The agenda of Sustainable Development is well known as the 2030 agenda for sustainable development. Basically, the MDGs and SDGs have common goals, where the SDGs continue the success of MDGs achievement, and have a similar concern on hunger and poverty in the world. In addition, SDGs have more targets, detail, variety, and comprehensive with its 17 goals. The 17 goals are no poverty, zero hunger, good health and well-being, quality education, gender equality, clean water and sanitation, affordable and clean energy, decent work and economic growth, industry innovation, and infrastructure, reduce inequalities, Sustainable cities and communities, responsible consumption and production, climate action, live below water, live on land, peace justice and strong institutions, and the last is partnership for the goals (UNDP, 2019).

In other hands, the SDGs has a tagline namely: "Leave no one behind" which means UNDP seeks an integrated approach that addresses issues related to multidimensional poverty, inequality and exclusion, and sustainability while increasing knowledge, skills, and production of technology to increase people choices, reduce risk and maintain development results. The sustainable development aims to strengthen the capacity and provide the environment with the opportunity for the sustainable of economic, social, and environment. Therefore, to achieve the goals, UNDP works with countries to build integration into a development plan and strategy in the efforts to manage and use natural resources continuously, to ensure the natural resources which are used to support economic

recovery and livelihoods effectively, then, provide social protection for those who need.

2. Democratic Governance and peacebuilding

UNDP supports democratic national governance from the democratic transition through presenting policy advice and technical support, improving individual and institutional capacities within countries, and providing proper education for people about advocating for democratic reform. Then, UNDP also supports existing democratic institutions by increasing dialogue increasing national debate and facilitating national consensus on government programs. In addition, UNDP assists the people through the creation of an environment where the people can have their voices heard regardless of their sex, race, tribe, and even the skin color.

In its efforts to create a good and clean democratic government, UNDP promotes the rule of law, access to justice, people security, and human rights. UNDP helps the government in strengthening their public institutions by helping them to reduce the number of corruption, and support the inclusive participation to ensure that there is no one left behind. In addition, UNDP also promotes dialogue and negotiation and sharing successful experiences from other countries as an action to support the peaceful resolution of conflict.

Despite strengthening the democratic institution, justice and law, and making people voices heard, UNDP is also aware about the issue of health especially HIV that become a matter currently. As the international organization that upholds the idea of peacebuilding, UNDP takes a part in dealing with HIV

and health. UNDP is working to help countries to prevent the further spread of HIV/AIDS and to reduce its impact. In addition, UNDP contribution to HIV, health, and development are a mandate given by the UN in human development, governance, and capacity building to complement the UN special-health institution. Therefore, UNDP becomes a founding cosponsor of several international health partnerships such as United Nations Programme on HIV/AIDS (UNAIDS), and Global Fund together to fight against AIDS, Tuberculosis, and Malaria which is regarded as an action to overcome health crisis issue.

UNDP delivers three types of support to countries in HIV, health, and development, there are: (UNAIDS, 2015)

- a. UNDP emphasizes each country to pay attention to health and HIV issues as well as the issues of gender, poverty as an effort to achieve and maintain the Millennium Development Goals. For instance, UNDP collaborates with countries to understand the factors of social and economic that driving to the major influence to health and disease. Then, to respond to these health problem, the implementation of right policies and program can be useful for avoiding worse condition. In addition, UNDP also provides particular actions regarding the needs and rights of women related to HIV, for example by dealing the discrimination and violence against women.
- b. UNDP establish a collaborative partner in handling human rights and health cases. UNDP mainstreams the attention to respond to HIV

toward the role of legal environments with the collaboration of government, social community, and UN partners and Global Commission to handle the issues of HIV. However, UNDP has a big role in mainstreaming the attention of HIV and health by strengthening local governance, and national capacities that aims to provide good access and services to people who affected by HIV. Then, at the same time UNDP help countries to strengthen the rule of law and reform the legal system in response the discrimination against people who affected by HIV.

- c. UNDP establishes complex health program, while at the same time it establishes the partnership with the global fund in facilitating rapid action against HIV, tuberculosis, and malaria. The partnership aims to help the infected country to obtain the funding to run the program and to build all facilities that necessary for health development.

3. Climate and Disaster Resilience

Climate change has a large impact on environmental damage. Thus tackling climate change and disaster is essential to achieve the SDGs and to eradicate poverty and inequality. While building resilience has the function to avoid large losses suffered by a country and its people. Then, simultaneously, building resilience will help to increase economic growth, create jobs and livelihoods, to strengthen the access to health and education, and to ensure that there is no one left behind.

In the other hand, the disproportional number of poverty is caused by environmental damage and lack of access to hygiene and energy and limited services by the government. UNDP seeks to deal with environmental issues in order to improve the capabilities of countries and help them for sustainable development. As a respond toward the environmental issue, UNDP collaborates with the countries to strengthen their national capacity in dealing with the issues of global environment by providing innovative policy advice and connect to environmental institutions through projects development that might be useful to build sustainable livelihoods. However, sustainable energy is one of the things focused on UNDP, it is because sustainable energy will impact the quality of life, ecosystem, climate change, and environmental sustainability.

4. Gender Equality

One of the goals of the SDGs program is to achieve gender equality and women empowerment. One of UNDP efforts to realize gender equality is that UNDP became the main sponsor in the construction of the pilot project in promoting the role of women in national development. It is because UNDP firmly fights against the gender equality and full support to the local government to eliminate the gender inequality through the targeted and gender-focused program and ensure that women are well-involved in the contribution of development.

UNDP believes that the issue on gender inequality and discrimination action and practice is a challenge for realizing the SDGs and the idea of "leave no one behind" is strongly failed. In the other hand, UNDP

plays a big role to encourage the government to eradicate gender gaps and promote equality in the economic sphere by providing government policy advice for gender equality and women empowerment. It is because, UNDP believes that women have a huge contribution to the national development of a country therefore, they must have equal access to rights, services, opportunities, and even justice.

In addition, UNDP upholds the rights of women which actually must be equal as well as men. There is no special treatment both for men and women. So, UNDP also supports the women participation in decision-making process whether local or global. This includes supporting the capacity of women negotiation, strengthening the women network, and supporting the implementation of UN Security Council resolution on women and security mandate.

In addition, women empowerment and women participation, UNDP also fights against the practice of violation toward women. Violence against women is one of the forms that destroy the core of human rights. Therefore, UNDP provides a piece of advice to the legal and policy framework to the country in order to improve the access of justice for the protection of women from any kind of violation and persecution.

5. Crisis Response

There is an uncountable number for the rise of crisis. It seems there is no end to crises. In general, crises can arise as a result of prolonged conflict and natural disaster that afflict a region or a country. To handle the crisis, UNDP works alongside with the humanitarian and peacebuilding actors to help the

affected communities return to sustainable development as soon as possible.

UNDP takes in charge to reduce the impact of disasters and armed conflicts, and advance early recovery after the crisis. UNDP works through country offices to support local government in the assessment of needs, capacity development, planning coordination, and standard policies regulatory. One of the examples programs conducted by UNDP to reduce the risk is including the attempts to manage the proliferation of small arms, and provide the strategies to reduce the impact of natural disasters, and to encourage the use of diplomacy in order to prevent the violence. Meanwhile, the recovery program includes the demobilization and reintegration of the former of combatants, destruction and demining weapons, program to reintegrate the refugees, restoration basic services, and transnational justice system to restore country from the damage of war.

In addition, to respond and support recovery from all major crises, UNDP has Crisis Bureau. The Bureau particularly consists of three deployable departments. There are first, SURGE Advisors, which functions as the First Responders (RF) after the crisis and act as a planning team during the recovery period. Second, Standby Partnership is the department that has a function to build partnerships between UNDP and other institutions, which aim to improve crisis response, to increase the capacity of partner countries for crisis preparedness and crisis risk reduction. Third, the Experts Roaster for Rapid Response (ExpRes) as the consultant deployment that has a function to mobilize technical experts on crisis prevention and recovery for

preparedness, response, recovery and other supporting function.

Despite the UNDP Crisis Bureau, UNDP has another unit which is UNDP's Crisis Response, as a unit to maximize the coordination between UNDP and its humanitarian partnership actor. The UNDP's Crisis Response provides the convenience in rapid deployment, the recovery planning and needs assessment both for post-disaster and post-conflict, and also provide an efficient procedure to support operational performance. The efforts of UNDP's Crisis Response in dealing with the crisis can be done in various ways, for instance: restoring the core of government functions, stabilizing livelihoods, managing debris and rehabilitating the infrastructure, and planning recovery. However, this unit is useful in providing responsive and fast action in responding to the crisis. So, the crisis can be addressed as fast as possible and does not make a new crisis which can make things worse.

6. Development Impact

In running its functions, UNDP is regarded as the international organization which concern to human development. So, it is no wonder if the programs provided by UNDP aims to increase people-centered development. The effort of UNDP to realize the human development can be found by promoting the cooperation with its country member. Through cooperation, UNDP can openly establish several projects which may support the effective development cooperation to the country.

The cooperation is useful for a country to strengthen the partnership that linked with the global regime, simply, the country will have legitimacy or recognition globally. In other hands, the cooperation will impact to the growing diversity of development resources and include the increasing quantity and quality of the country. Therefore, effective cooperation will help a country to maximize its available resources which can realize its national development goals.

Despite effective cooperation, UNDP releases South-South cooperation. The South-South cooperation aims to strengthen the cooperation for the achievement of SDGs. The South-South cooperation helps to speed up the improvement in the fields of health, social welfare, in utilizing knowledge and experience, then build the crucial partnership that plays an important role to accelerate the SDGs. In addition, the South-South cooperation involvement useful for creating new jobs, strengthening trade, improving infrastructure, transferring technology, promoting regional integration, and benefiting for all involved countries.

In addition, UNDP became a liaison between local government and global regime. Where the UNDP encourages the global regime to embed investment and foreign debt, and ensure the trade reform for the sake of the local community. So in this case, UNDP provides an opportunity to improve the economic condition of a country and help the government to realize the national economic goals.

In the other hand, UNDP as one of the international organizations under the auspices of the United Nations helps various countries in the field of development and poverty alleviation, especially third world countries. To

help this effort, UNDP utilized the United Nations Volunteers and the United Nations Capital Development Fund. This method is done to increase the effectiveness of the work throughout the world, by establishing a partnership, building capacity, and strengthening the global development policies (Sanders, 2014)

In 2015, UNDP as an organization with large projects certainly had a big funding source. UNDP received funding for a total contribution of \$4, 5 billion with the details of \$703 million of which comes from the primary source and \$3, 8 billion comes from other funding sources. The main source of UNDP came from the governments of member countries which amounted to 66% of the total contribution. Meanwhile, the funds obtained from other sources mostly come from multilateral and international institutions such as the European Union and the World Bank, which amount 33%, as well as from the private sector such as individuals, foundations, NGOs, and also non-profit companies that hold 1% of the total UNDP funding contribution. In addition, there are also funding sources that come from community institutions that include formal and informal organizations such as social movements, voluntary organizations, and so on (UNDP, 2019)

Currently, in order to effectively realize and support the mission of the Agenda 2030, UNDP implements a system that is entirely dependent on voluntary contributions from United Nations member countries, multilateral organizations, the private sector, and other sources, in the form of unlimited regular resources (core). From this system, UNDP can raise funds around \$5 billion per year. There are several sources of funds that actively contribute to the UNDP funding system, including governments, UN System, International Financial Institutions, private sector, foundations, Civil Society Organization, Goodwill

Ambassadors and advocates. Regarding its official site, UNDP has five kinds of UNDP operational fund (UNDP, 2019), they are:

1. Core Resources

It is the regular resources of UNDP funding sources in carrying out the operational activities in the world, especially for poor countries. Mostly this main pillar of the resource is obtained from the main contributors who mostly regard as developed countries, such as Germany, Japan, US, UK, Argentina, Sweden, Norway, Ukraine, Switzerland, and Denmark. The regular resources aim to help the poor-countries in eradicating poverty and inequality, attaining sustainable development, and strengthening resilience to the crisis.

2. Thematic Funds

It is the funds collected by UNDP from its funding windows or partner which aims to help UNDP achieve its targets in the SDG. Where the funds are allocated in particular themes, such as Sustainable development and poverty eradication, climate change and disaster reduction, governance for inclusive and peaceful societies, and emergency development response to crisis and recovery.

3. Earmarked Funds

It is designed and intended for certain programs and project, where the government can contribute to UNDP program or project in their own countries. In addition, the funds are allocated for global, regional and country levels.

4. UN Pooled Fund

These operational funds are obtained through fundraising conducted by the UN to support certain projects or programs. The United Nations collected funds coming from the UN Secretariat such as OCHA's Central Emergency Response Fund, and Joint Programmes (JPs) which is given to UNDP. Then UNDP plays a role in designing, managing and implementing the pooled funds.

5. Vertical Fund

The vertical operational funds are often obtained through cooperation between UNDP and the world bank. The funds are collected with the aim of responding to issues of development issues. The Vertical Fund in its implementation is carried out with various institutions, such as the first is Global Fund, UNDP's partnership with Global Fund has been collaborating since 2003 to fight AIDS, Tuberculosis, and Malaria. Second, Global Environmental Facility or GEF was formed in 1992. The funds are focused on global environmental issues, where the funds are allocated by UNDP to support the country in maintaining the environment, nature, and the resources that they have. Third, the Multilateral Fund for the Implementation of the Montreal Protocol, where UNDP appointed to be the fund agency to support the investment project and provides technical assistance.

C. The Respond of Somalia Government on UNDP Involvement

Somalia is one of the countries in the horn of Africa. Somalia gained its sovereignty and independence in 1960,

and since September of the same year the Republic of Somalia officially became a member of the United Nations. The region of Somalia is famous for experiencing various crises of colonial heritage. The political, economic and socio-cultural crisis caused chaos in Somalia which led to the seizure of power by clans who wished to claim their power, respectively. Conflict between clans in Somalia triggered this country into a row of countries that are very vulnerable to conflict. Then, this endless conflict became a byword for the international regime.

Seeing the development of conflicts in Somalia that did not come to end, there are many actors who are encouraged themselves to participate in helping with various efforts to create a stable situation and strive to create peace and made efforts to restore Somalia condition. UNDP is one of actors who put themselves to contribute and made effort to overcome the crisis in Somalia. In implementing its programs, UNDP Somalia collaborates with the Federal Government of Somalia, and the governments of Somaliland and Puntland, as well as civil society, local and international NGOs, and brothers of the UN agencies.

Of course, UNDP's involvement in Somalia was welcomed with the Somali government. The Somali government warmly welcomes much-needed improvements in the humanitarian situation after a strong humanitarian response and efforts to promote peacebuilding. Because until now Somalia is a fragile country, recovery as quickly as possible is very helpful in a fragile country. However, chaos, civil war, crisis, hunger, drought and failed governance must be dealt with quickly through humanitarian assistance.

Generally, activities carried out by the Somali Government are fully supported by UNDP. for example,

through the Joint Program, the Somali Government received more funding from UNDP to facilitate all the needs that are needed for the sustainability of the program. In another example, UNDP provided training to Somali parliaments in building parliamentary administrative and legislative capacity. Of course, the training is useful to support Parliamentarians to develop their legislative skills, supervision, and representation then, to build administrative functions and parliamentary infrastructure that function well, and to facilitate parliamentary outreach and community involvement, especially with women and young people. Thus, indirectly the support from UNDP for the Somali Government aims to strengthen the country's structure and support a stable and peaceful political process in Somalia.

Moreover, the Somali government is aware of the importance of their engagement with UNDP. This was realized because UNDP was one of the biggest IGOs in the world that helped to legitimize Somali government institutions in the international regime. With the recognition of legality from the international community, Somalia can play its role in contributing to international forums.

In addition, UNDP is a good partner for the Somali government where UNDP is often the third party that connects the Somali government with other regional countries, NGOs and other IGOs. For example, UNDP is building a project to respond to water scarcity by collaborating with UNICEF. Then, UNDP and UNICEF are promoting the Public-Private Partnership (PPP) program in Somaliland and Puntland in the manufacture of water supplies in the countryside. As a result, there is an increase in the quality of effective service delivery from the results of rehabilitation work. The training provided by the PPP program had an impact on improving the management of

technical skills to ensure rural water supply in several locations. Thus, with the involvement of UNDP and UNICEF, the Somali government was helped in increasing demand for basic public services for Somali people.

Besides that, the involvement of UNDP in Somalia is an important door for the Somali government to get world attention. Where UNDP promotes the Somali government to obtain international assistance in dealing with several issues or events. Sometimes the international assistance is acknowledged as a response on behalf of humanitarian assistance in dealing with a natural disaster that occurs in a country but in this case, international assistance can help national development and peacebuilding of Somalia.

Despite the good enthusiasm of the Somali government towards UNDP, the Somalia's complex state office structure with offices in five operational environments of its workplace makes further challenges for effective and efficient UNDP program management. Placement of strategic branch offices has an important role in the smooth running of a program, especially in the north where security conditions allow for the smooth implementation of programs. However, the placement of offices located on the outskirts of Somalia made it difficult for the UNDP to solve major administrative problems such as management premise contracts. Thus, project implementation and supervision clearly faces challenges.