is alignment with the competencies that provide the basis for "certification". This "certification" will ensure that UNDP has a consistent and recognized high standard of development expertise among it staff.

HR RECOMMENDATION 2, HR OPTION 2:
Establish a Virtual Development Academy

Greater importance must be given to learning and training at UNDP. Establishing a Virtual Development Academy would result in an integrated system approach to staff training and career management and planning. The VDA should be managed by the Learning Resource Center (LRC), and should build on some of the center's key initiatives, such as the Electronic Platform for Learning and the Learning Managers Network. The VDA would significantly widen learning opportunities for staff by identifying and providing access to: (a) a global network of institutions connected through a robust information and knowledge management system, (b) tailor-made curricula responding to UNDP's needs, and (c) hands-on work experience in selected organizations in strategic areas of importance to UNDP. The VDA would operate both centrally and through regional nodes. A certification process should be established in the medium term to link learning to a new performance management and career planning system.

To facilitate the Academy start-up, a phased approach to implementation should be adopted, initially focusing on senior management (including after the start-up phase DRRs), operations managers and staff working in areas of special development situations.

3.2.5 Performance

If UNDP is to get from where it is to where it wants to be, it must transform its leadership, its people, and its ways of working. This means organizational and operational changes that, over time, will provide true cultural change. Strong self-governance and a commitment to better performance are the keys to creating an organization unsatisfied with the status quo. The options that follow are designed to improve:

- leadership structures and how UNDP manages itself,
- the results it delivers, and
- how effectively it leverages new technologies.

Leadership

The effectiveness of an organization flows directly from the effectiveness of its leadership. UNDP has historically had difficulties in defining clear responsibilities for its organs of internal governance, including the Executive Board/Governing Council and its

internal executive structures. As a result, strategic management has often been fractured, with respective roles fuzzy or overlapping. The Executive Board, though meant to provide strategic policy guidance for UNDP, quite often enters into details of internal management while the Executive Committee's leadership is often felt most strongly through its absence.

> "Too often, at headquarters it's management by whispering and in the field, management by bullying. Both need to be fixed."
>
> - Resident Representative

LEADERSHIP RECOMMENDATION 1:
Strengthen Strategic and Operational Leadership

Strong strategic and operational leadership combined with results-oriented action and strengthened accountability of senior managers will enable UNDP to operate more quickly and effectively. To improve overall leadership of UNDP it must redefine structures and roles and responsibilities.

LEADERSHIP RECOMMENDATION 1, OPTION 1:
Review of Executive Board functions and working modalities

> Members of the Executive Board have told us that there is a need to strengthen the Board's role in providing truly strategic advice and support to UNDP. UNDP should undertake a review, in partnership with Board members, of the Board's functions and working methods that will lead to a more strategic and efficient use of Executive Board sessions. There have already been some initial, informal discussions with the Executive Board on this issue. More concentrated preparatory work prior to, and discussions during, the January 2000 Executive Board meeting should contribute to a consensus on strengthening respective roles.

LEADERSHIP RECOMMENDATION 1, OPTION 2:
Ensuring Stronger Operational Leadership within UNDP

> Created to support the Administrator in his coordination, control and decision-making, and to ensure coherent implementation of policies adopted, the Executive Committee (EC) has not lived up to this mandate. An EC functioning as a tight cabinet in support of the Administrator would greatly enhance the effectiveness of UNDP's decision-making, especially during the critical coming period of change. The EC should meet on a weekly basis with full attendance. When members are on mission, they should participate electronically.

> In addition, more effective means are needed to allow middle to senior management to contribute to corporate strategy and policy and to assume greater responsibility for implementation in their respective fields. The Terms of Reference of the Operations Support Group should be expanded to ensure this function.

LEADERSHIP RECOMMENDATION 2:
Create and Fill Strategic Leadership Posts

In some cases, strategically important posts simply do not exist. Two examples demonstrate what this costs UNDP:

- Without strong and unified financial leadership, individual units within headquarters have evolved in a way that makes it difficult to obtain synergies between units with related responsibilities; finance is divided between two bureaux and four divisions.
- Without strong leadership in the technology arena, UNDP has failed to take advantage of the possibilities presented by IT, including ways to facilitate the linkage between policy and operations and create powerful networks both within UNDP and with our external partners and constituents.

If UNDP expects strong leadership in these areas, it must create the respective leadership positions and fill them with qualified professionals who can significantly contribute to UNDP's competitiveness.

LEADERSHIP RECOMMENDATION 2, OPTION 1:
Create the post of and recruit a Chief Financial Officer (CFO)

A CFO post would allow UNDP to leverage its finance activities for a more coherent and effective representation of UNDP in discussions on finance issues. This would also enhance UNDP's financial planning capacity.

LEADERSHIP RECOMMENDATION 2, OPTION 2:
Create the post of and recruit a Chief Information Officer (CIO)

A CIO post would allow UNDP to strategically leverage technology both within UNDP for its own operations and within its development programmes. The CIO should ensure that UNDP technology investments are made strategically and contribute to a cohesive infrastructure that benefits the entire organization.

LEADERSHIP RECOMMENDATION 2, OPTION 3:
Create the post of and recruit a Chief Human Development Advisor

The Advisor should be an eminent development policy expert combining high-level academic achievements with practical political experience. S/he should have an interdisciplinary background, including economics and sociology as well as political science, and experience with tracing development concerns from the local to the national, regional and global levels. S/he should have access to a wide group of eminent peer scholars and experts on whom UNDP could draw to provide top-shelf, agile advisory services.

LEADERSHIP RECOMMENDATION 2, OPTION 4:
Create the post of and recruit a Head of the new Strategic Partnerships Bureau/Office

The Head of the Strategic Partnerships Bureau/Office should have a broad strategic vision of where the world of development is going, and UNDP's potential place within it. S/he should have a firm understanding of the priorities and operations of key potential partners such as the World Bank, the European Commission, key UN agencies and private sector entities, strong interpersonal skills and a proven track record of building and maintaining high-level networks. S/he should be capable of motivating a large team to set goals and achieve results.

A Facilitating Structure

Profound organizational change is not made through structural modifications. The focus for the change within UNDP is on human resource issues and the fundamental reorientation of its programme focus. But the fundamental structures of UNDP date to an earlier era and will need to be modified in light of new strategic directions.

STRUCTURE RECOMMENDATION 1:
Align Structures with New Strategic Priorities

STRUCTURE RECOMMENDATION 1, OPTION 1:
Strengthen support to the Administrator and Associate Administrator

While the overall thrust of our recommendations is to decentralize responsibilities to the line and to the field, there is an immediate need, at least for an interim period, to strengthen centralized oversight of operational functions and of activities which could have a transformative impact on UNDP. This will expedite alignment of the organization behind strategic and business objectives. The alternative – to decentralize immediately – would entail devolving procedures, authorities and processes which have not yet been fully developed; we believe that this should be avoided.

Once the Administrator and Associate Administrator are confident that this alignment is consolidated, and that functional and regional bureaus have the capacity to implement corporate strategy, responsibilities should be reviewed and, where appropriate, delegated to the line. We recommend that this review be undertaken in two years' time.

Strengthened management oversight of operations is also entirely consistent with the logic of UNDP 2001, as decided by the Executive Board, that a clear line of reporting and accountability must exist from the field through the Regional Bureau director to the Associate Administrator, as Chief Operations Officer.

In this context, we recommend the creation of a stronger Executive Office to support the Administrator and Associate Administrator. The new Executive

Office would be responsible for 'external' strategic planning, for public affairs and communication, for the strategic aspects of human resource management – as well as for servicing the day to day needs of the Administrator and his Associate. An independent Oversight and Evaluation unit should also report directly to the Administrator. We recommend that the existing EO and OAPR office be migrated accordingly.

One option is to assign to the Oversight and Evaluation unit, in addition to EO and OAPR, the current programme management oversight responsibilities undertaken by OSG. This would allow the residual function of servicing the Associate Administrator to be merged with a rationalized Executive Office. The advantage of this option would be to unify programme management oversight which is currently divided between OAPR and OSG.

The exact division of responsibility between the Administrator and Associate Administrator needs to be determined in the light of this recommendation. A key consideration is the Associate Administrator's dual function as Chief Operations Officer and as *alter ego* to the Administrator. The Administrator, in turn, is accountable to the Executive Board for the overall operations of UNDP.

The division of responsibilities between the two should be worked out accordingly. The human resource implications should be studied as a matter of priority; our preliminary calculation is that no net increase in posts will be required but that functions should be covered by the redeployment of posts.

STRUCTURE RECOMMENDATION 1, OPTION 2:
Reorganize Bureau of Development Policy for a closer alignment with the new organizational focus

UNDP has had a historically poor linkage between its policy development and operations/programme delivery. While this is not strictly a function of structure, it is true that the institutional isolation of the Bureau for Development Policy (BDP) has facilitated this dysfunction.

A substantive policy capacity within UNDP, which is aligned with the organization's new policy focus (governance, post-conflict cooperation, and development effectiveness), would immensely strengthen UNDP's programme content and external profile. BDP should be reorganized to provide the substantive backstopping on the selected areas of focus. Other substantive activities currently being handled by BDP should either be migrated to other UN agencies with the relevant policy mandate or will simply be eliminated.

STRUCTURE RECOMMENDATION 1, OPTION 3:
BPRM/BFAS merger

The field seems to believe that headquarters provides poor support to country offices. In part, this is addressed to regional bureaux, and in part to the

administrative and financial support oriented more towards the country office management area. The administrative and financial units within headquarters are organized in a way that often makes it difficult to obtain synergies between units with related responsibilities. As an example of this, finance is divided between two bureaux and four divisions as noted earlier.

BPRM and BFAS should be consolidated to: i) align human, financial, and administrative resource management with corporate strategic planning; ii) ensure the Administrator's accountability for resource management; iii) provide coherent and consistent policy and advisory support on resource management, especially to country offices; and, iv) improve cost-effectiveness and client orientation of human resource, administrative, and financial services.

STRUCTURE RECOMMENDATION 1, OPTION 4:
Reporting arrangements for the Legal Unit

To provide coherent and unified services to the organization, the legal functions currently carried out by BFAS and OHR should be merged through the establishment of a fully-fledged unit within BPRM/BFAS which would report to the Director of the Bureau. This would create a coherent and unified legal service structure through which the entire range of legal services from procurement and service contract to staffing issues could be consolidated. The independence and broader TOR for the internal justice system also need to be reviewed.

STRUCTURE RECOMMENDATION 1, OPTION 5:
Restructuring of OHR

This option would enhance the efficiency and capacity of OHR through a reorientation of its staffing structure and a new division of responsibilities.

Many areas require simplification of procedures. OHR monitoring capacity in relation to policy implementation needs strengthening and systematic reporting on HR policies (e.g. national staff career, gender balance) has to be institutionalized.

A revamped OHR with specialists' services in critical areas would increase its capacity in both HR management and policy monitoring. Accountability between OHR and line management must be made clear, with both sides more accountable in their respective role and functions. Streamlined operations of OHR will result in more efficient recruitment and staffing management. The initiative will add to the credibility of UNDP's new policy for effective human resource management.

STRUCTURE RECOMMENDATION 1, OPTION 6:
Align the Regional Bureau structure with UNDP's strategic priorities

There are currently many differences in operational procedures and focus among the five regional bureaux, leading to the perception that there is not one, but five UNDPs. This is an inherent problem facilitated by the current structure:

regionally based independent bureaux reporting directly to the Administrator without a coordinating and monitoring mechanism, and poorly linked to any system of accountability to headquarters or their regions' country offices.

Further, it is generally recognized that the regional bureaux' functions and capacities are not serving country offices effectively. The new UNDP must align its organization structure with its strategic priorities, and the regional bureaux structure must provide *greater responsiveness* to country office needs in programme support. The options presented include:

- a typological configuration, in which central service bureaux retain their structure while regional bureaux are reorganized according to selected country typologies;

- a strategic configuration, in which a completely new central and regional bureaux structure is installed that will better reflect the strategic directions of the new UNDP;

- a matrix configuration, in which the existing regional bureaux are strengthened with support in the administrative and financial areas;

- a decentralized configuration, in which the regional bureaux are located in their respective regions.

Please refer to the appendices for a schematic representation of these options.

STRUCTURE RECOMMENDATION 1, OPTION 7:
Create Regional Service Centres to support country offices more effectively

While decentralization to the country offices has proceeded quickly, there is still a large headquarters invested with functions that are not necessarily best carried out at the centre and no intermediate clustering of services with the exception of the SURFs.

The proposed Regional Service Centres (RSCs) would be regionally based centres that support country offices in a region or sub-region, by providing HR, IT, administrative and finance services, training and regional programme support and knowledge networking, as determined by specific country office strategies and needs. Because of their closer proximity and through the mechanism of a 360° evaluation of services (i.e. country offices would evaluate services provided), services would be *more effectively* rendered, and *more responsive* to country office needs. In addition, it should be possible to take advantage of some of the local *cost efficiencies* to deliver services at a lower cost than headquarters while still retaining *economies of scale* through clustering.

Please refer to the appendices for a detailed description of the proposed RSCs.

Performance Management

"What gets measured gets managed" has become a mantra those who recognize the power of clearly defined objectives to focus an organization's time, energy and efforts.

Performance measures are the tools that focus activity in a desired direction and make it possible to assess where an organization is, where it is headed, and whether it is moving in "the right direction".[1] They are a fundamental requirement for any environment in which an organization, a team, or individuals are expected to be accountable for results. Without them, activity levels may be high, but unfocused, and their impact will surely be limited.

Unfortunately, UNDP has few hard indicators with which to measure success, especially in terms of its internal effectiveness. At the same time, it is under tremendous pressure to improve performance.

UNDP's current efforts to clarify its business strategy and the benchmarks against which it (and its stakeholders) will measure its success have made this the perfect time to develop a comprehensive performance management (PM) system to re-emphasize its focus on results. For this, two components are necessary:

- a comprehensive set of clearly identified performance objectives, and
- a complementary system of performance indicators and measurement instruments that indicate our status and progress towards these objectives.

Only with these two components can we hope to know:

- how well it is performing as a whole,
- how well it is progressing in its transformational effort,
- how well our country offices are performing,
- how well headquarters is supporting the country offices,
- how well individuals are performing, and
- how well it is leveraging its people, their knowledge, and the tools available to expedite the fight against poverty.

Although UNDP has few hard performance indicators now, several strong initiatives attempting to move it to a results-based orientation have recently emerged or are in development. In addition to the MYFF/SRF, these initiatives include the Executive Information Report, the BFAS/BPRM Country Office Resource Management Indicator effort, and the OSG/EO Country Office Program Effectiveness Evaluation Initiative.

Each of these initiatives represents valuable performance measurement efforts and, although they are somewhat limited in their impact as stand-alone initiatives, they represent strong building blocks for a Comprehensive UNDP Performance Management System linking performance objectives at the organizational, corporate, regional, country office, and even individual levels with a complementary set of performance indicators. This will help focus the efforts of UNDP, its staff, and its stakeholders towards a common set of goals.

---

[1] as defined by its business strategy and plan

PM RECOMMENDATION 1:
Clarify Performance Objectives and Translate them into a Comprehensive UNDP Performance Management System

UNDP's performance objectives are inextricably tied to its value proposition as an organization: its statement of why it exists and what it "brings to the table". Based on these objectives, UNDP's existing performance measurement initiatives should be consolidated into a comprehensive performance management system. First, UNDP's overriding performance objectives must be clarified and then developed into "cascading performance objectives[2]", including UNDP's organizational, operational (unit/divisional, regional, field-level, and individual performance), and transformation objectives[3]. Next, indicators to track progress against these objectives[4] must be created or consolidated. Finally, measurement instruments, including scorecards and reports, must be designed to meet different audience and reporting needs.[5] The following table provides a general framework for how performance objectives and measurement instruments might fit together within a Comprehensive Performance Measurement System for UNDP:

---

[2] Cascading Performance Objectives are so called because they build upon one another: organizational performance objectives are used to develop supporting operating objectives which are used to determine unit or division performance objectives, and finally team and individual performance objectives.

[3] These would build upon performance objectives developed within the UNDP Business Plan, MYFF/SRF, Country Office Program Effectiveness Evaluation, and other related initiatives.

[4] This effort will consolidate much of the work completed within, for example, the SRFs and the BPRM/BFAS Country Office Resource Management Indicators.

[5] Again, leveraging existing instruments as much as possible.

Sample UNDP Performance Management System Framework		
UNDP's Performance Objectives	Performance Objective Frameworks	Performance Measurement Instruments
UNDP's Overall Effectiveness (Impact on Poverty Support to UN System)	SRFs 1-5, Substantive Impact SRF 6, UN Support Country Cooperation Framework Programme Outlines	Annual ROAR OSG Country Reviews OSG/EO Programme Effectiveness Evaluations*
Progress of Transformation Effort (Evolution into "New UNDP")	UNDP Business Plan 2000 - 2003* Transformation Plan and Roadmap*	UNDP Transformation Scorecard*
UNDP's Operational Effectiveness (Use of Resources to Deliver to Clients) Corporate (Management and Support to Field) Region/Field (Delivery to Programme Countries) Individual (Contribution to Team and UNDP)	UNDP Business Plan* SRF 7 (Management) HQ Operational (Management) Plans* Individual Performance Plans	Corporate Scorecard* BFAS/BPRM Country Office Resource Management Indicators** Country Office Assessment of Headquarters Services Independent Unit Management Assessments Individual PAR

* Does not exist at this time   ** In pilot development

Such a framework would leverage UNDP's existing initiatives as well as incorporate several new ones as described later in this section. While creating this system will initially require a dedicated effort concurrent with the development of UNDP's Business Plan 2000 – 2003, ultimately it will save the organization enormous time and resources. **Well-thought through objectives and indicators will reduce the overall burden of performance assessment and the number of ad-hoc reporting requests made to country offices and other units.**

We believe this would have a much more powerful transformative effect on the organization than continued implementation of existing stand-alone performance measurements.

PM RECOMMENDATION 2:
Develop Additional Performance Measurement Instruments

UNDP is missing important performance measurement indicators and instruments in several areas. UNDP should develop or improve performance instruments to assess:

- the progress of its transformational initiatives,
- the performance of UNDP as a whole,
- the effectiveness of corporate structure in managing UNDP and supporting its country offices,
- the performance of individuals.

PM RECOMMENDATION 2, OPTION 1:
Create a "UNDP Transformation Scorecard"

This scorecard would provide UNDP's Administrator and senior managers with *indicators specifically related to high priority transformation initiatives* and would evolve to emphasize different priorities throughout the process. It would enable the Administrator and his team to "zero in" on priority indicators, resulting in the *re-prioritization of those areas for the organization and the units responsible.* The Transformation Scorecard would exist only as long as the transformation effort itself[6].

PM RECOMMENDATION 2, OPTION 2:
Create a "UNDP Corporate Scorecard"

The UNDP Corporate Scorecard would be much broader in focus than the Transformation Scorecard. By providing an objective situation assessment of UNDP's most important overall corporate performance indicators on a monthly basis, it would *save the Administrator, senior management team, and UNDP as a whole time* in identifying problem areas and, very likely, the source of those problems. *The Scorecard would leverage the work completed in the SRF and Executive Information Report.* While this scorecard could evolve over time, it would be a permanent addition to UNDP's performance measurement instrument inventory.

PM RECOMMENDATION 2, OPTION 3:
Fully Implement the BFAS/BPRM Country Office Resource Management Indicator System

Although currently limited to a thorough evaluation of administrative areas, the soon-to-be implemented BFAS/BPRM Country Office Resource Management Indicator system is a powerful step forward in assessing country office operational performance.

---

[6] Consistently, UNDP's failure to leverage more successfully the UNDP 2001 recommendations has been attributed to its negligible implementation effort. This scorecard would help to emphasize the importance of the transformation process and hold people (specifically senior management) accountable for successful implementation.

This system will be invaluable in its own right or as a component of a Comprehensive UNDP Performance Management System. With scarce resources and high demand for impact, UNDP must be in a position to assess accurately the performance of its network of 130+ country offices, aggregate the results and use the information strategically. The new system will allow BFAS/BPRM to assess country office management of human resources, information technology, finance and administration, as well as programme resources. It incorporates audit results and ultimately provides a weighted country office "score" that will distinguish UNDP's well-managed country offices from those that are poorly managed. Country office performance rankings will then be used to determine performance strengths and weaknesses within specific country offices, regions, and the UNDP field network as a whole. This will enable UNDP to focus the support provided by central services on those areas or offices in immediate need.

PM RECOMMENDATION 2, OPTION 4:
Modify and Institutionalize the Country Office Assessment of Headquarters Services

A 360-degree evaluation mechanism to provide country offices with an opportunity to evaluate regularly the support they receive from headquarters could exist as a stand-alone performance measurement instrument or as another layer of the Comprehensive UNDP Performance Management System. An original assessment was conducted in 1999 as a one-time evaluation of how well country offices were being served by headquarters[7]. The exercise could be institutionalized in the future and expanded to capture additional areas of support outside of the administrative area. Specifically, it could be *institutionalized as a semi-annual evaluation* of country office support and conducted throughout UNDP's transformation effort (moving to an annual or bi-annual evaluation afterwards).

PM RECOMMENDATION 2, OPTION 5:
Continue Development of OSG/EO Country Office Programme Effectiveness Evaluation Initiative

Where the BFAS/BPRM Country Office Resource Management Indicator system focuses primarily on country office administrative management, this initiative is focused on effective programme delivery. It remains in conceptual development but shows promise in contributing to an effort to assess country office performance as a whole.

PM RECOMMENDATION 2, OPTION 6:
Conduct Independent Management Assessments for All Units

These independent management assessments would be conducted outside of the audit process. As such, they would help ensure the integrity of other performance

---

[7] The survey measured the specific areas headquarters pledged to improve in the UNDP 2001 process.

management instruments. They would be triggered by country office hand-overs, red flags raised through other performance management instruments, or UNDP research into thematic areas or emerging development trends. Their results would be fed into existing oversight mechanisms (or the UNDP Performance Management System). These assessments would not focus on the areas covered through UNDP's traditional audit process, but on each unit's overall performance against its operational performance objectives or the specific assessment theme. The assessment team could consist of a rotating staff of qualified country office and headquarters personnel, knowledgeable in relevant assessment areas and committed to UNDP's transformational effort.

PM RECOMMENDATION 2, OPTION 7:
Track Compliance of Performance Appraisal Results to Standard "Bell Curve" Distribution

This option would help enforce the existing PAR system mandate requiring a bell curve distribution to PAR results, a mandate that has never been monitored or enforced[8]. The bell curve distribution would be an important mechanism forcing UNDP's managers to conduct accurate and honest performance evaluations of staff and distinguishing UNDP's stronger performers from its weaker, and unacceptably poor performers. Failure to enforce the distribution mandate has resulted in a PAR system that fails to distinguish staff performance or contribute to UNDP's individual staff development in any substantive way at headquarters[9] and has undermined the credibility of UNDP's entire performance evaluation and promotion system[10].

This option will force senior managers to focus on the "people" part of their responsibilities, to be accountable for the accurate staff appraisal, and to help decide who stays to lead the new UNDP.

PM RECOMMENDATION 2, OPTION 8:
Begin a Phased Revamping of the Existing PAR System

UNDP's existing PAR system requires a substantial upgrade to serve more effectively as a performance management and development tool[11]. The system must effectively incorporate the development of clearly stated performance objectives, link objectives to each staff's individual Career Management Plan, and accurately assess the performance within this context, to enable UNDP to reward its best performers, develop is average performers, and separate its under-

---

[8] With a standard bell curve distribution, an equal number of people would rank at the highest and lowest performance rankings with the remainder falling in the middle.
[9] PARs at the country office level reportedly do meet the distribution mandate.
[10] As evidenced in the 1996 and 1999 global staff surveys
[11] The Global Staff Survey 1999 attracted spontaneous comments highlighting the current PAR inadequacies as a true measure of performance. The magnitude of unfavorable views regarding rewards for outstanding performance was significant, ranging from 39 per cent to 55 per cent, for country offices and headquarters respectively.

performers. Managers must immediately be made fully accountable (through their own PARs) for participation in the existing PAR process for their staff, including an accurate assessment of each staff member's current performance and plan for improvement (currently entire professional development sections are often left blank). Later, a series of phased upgrades linking the PARs should be made.

Knowledge and Information Management

The UNDP of tomorrow must be a leader in knowledge and information management -- to increase corporate effectiveness, to allow it to capture and broker knowledge, and to help it bring the power of the Internet to programme countries. To this end, we recommend a number of key initiatives, rooted in the recruitment of a Chief Information Officer (CIO) and the consolidation of all Information and Knowledge Management activities into one division. The recommendations are linked to the overall strategic direction of the organization highlighted in previous parts of this document. Their successful implementation will greatly depend on the individual(s) charged with the task of turning them into reality, and the understanding by those individuals of the complex technical, human, financial and operational components involved. The IT management team must be able to interpret correctly the direction in which the developing world is moving, and to steer strategically the development of IT within UNDP, if the organization is to make a successful transition to the "Information Age".

IT RECOMMENDATION 1:
Create a Unified "Knowledge and Information Division" (KID) and Recruit a Chief Information Officer (CIO)

The key to this recommendation is a strategic re-organization of the structural, technical, managerial, financial and human factors playing a role in the field of information and knowledge. If done correctly, this will lead to a dramatic improvement in the performance and the quality of UNDP's work.

The Division

To achieve effective management and a clear line of accountability, information management and distribution and knowledge-related operations should be managed by one consolidated division divided into three sub-units:

i) *Corporate information unit:* including accounting/finance, personnel, administration, and IT policies, communication networks, etc.
ii) *Knowledge management unit:* including substantive information, legacy information systems, etc. (since this function is new, additional details are provided in Recommendation 2); and,
iii) *Communication and outreach unit:* including organisation-wide and unit-specific websites, Internet webcast, video and radio streaming, conference organization assistance (including temporary websites and mail lists), digital

DOCUMENTO ORIGINAL INCOMPLETO

IT RECOMMENDATION 2:
Establish Country Office and Operational Unit Knowledge Management Capacity

UNDP does not have a knowledge management system and information management has been largely limited to corporate data and messaging applications. Although notable attempts have been made, with regional exceptions and a few others, the quality and content of information systems, including websites and Intranets, have been poor. The managing of knowledge, the most precious resource the organization has, has been practically neglected. UNDP has in many cases little, if any, substantive and accessible record of its activities and often *does not know what it does*, making it virtually impossible for the organization to learn from its own work. It is imperative that immediate steps be taken to create a knowledge management system, with particular attention given to how information is handled from its creation to its distribution.

Besides new computer applications and networks, the key to this recommendation is the establishment of effective processes for the conversion of information into knowledge. Equally important is the empowerment of the individual staff member through training to become the provider of information while ensuring that managers understand the different paradigms shaping the Information Age today.

IT RECOMMENDATION 3:
Create a Robust Internet-based Global Network

Of a total of 131 country offices, 58, or 44% are linked to the Internet with permanent connections of 54Kbps or above and have their users connected to it. The others have no connectivity at all or slow connections. Most of the post-conflict and crisis countries offices do not have fast permanent connectivity.

The backbone of a functional organization on which information of all types runs is its network. At UNDP, the flow of real-time organizational data, both corporate and substantive, must move over a robust system in order to ensure its reliable distribution to country offices, headquarters, counterparts and other organizations.

The key to this recommendation is the immediate re-deployment of resources and the mobilization of partnerships through specific political and technical agreements to ensure full and industrial grade connectivity across the entire organization.

IT RECOMMENDATION 4:
Invest in Training and Retooling

UNDP's staff has recognized the need for an IT education programme, divided in two major areas:

Training

IT is only as good as the people using it, and training for new applications should be institutionalized and conducted recurrently across the organization. IT practical skills and competence should be seen as a sine qua non at operational, support and especially managerial levels. Training in the field should be implemented through the Regional Service Centers and become a part of staff evaluation.

Retooling

Since the individual is recognized as the cornerstone of any fundamental changes, a substantial investment should be made in ensuring that each staff member understands the importance of his/her knowledge in support of organizational effectiveness. Although currently UNDP does not conduct organization-wide training sessions in IT usage and skills, this could be done though a formal training programme and a series of well-developed on-line and practical tutorials. Participation in these exercises should be compulsory and the results reflected in personnel information and evaluation processes.

The key to this recommendation is the investment in an IT educational campaign with full and compulsory participation at all levels of the organization.

Training referes to learning the necessary skills to operate specific equipment, applications, etc. - something that should be largely limited to recurrent training (assuming that personnel hired already posess substantial basic IT skills.)
Retooling describes a number of learning activities that are needed to re - alingn staff members to the current strategic directions of the organization as a whole . For example, if UNP shifts from resource management to the provision of knowledge, staff will need to be retooled to understand exactly what this means and how to best cater to new initiatives and business plans.