4 NEXT STEPS: IMPLEMENTATION

There is no value to the recommendations within this report if they do nothing to improve UNDP's effectiveness. While they may have merit as ideas and concepts, without an associated implementation plan, they will remain thoughts and nothing more.

Although we understand this report will be one of several inputs to the Business Plan 2000 – 2003, we believe it is important to start considering the implementation challenges of what we know will be a rigorous turnaround effort.

4.1 Implementation in Action

Consistently, UNDP's inability to leverage more successfully the UNDP 2001 recommendations has been attributed to its failed implementation effort. For the fate of the current transformation effort to be different, its approach must be different.

Critical success factors include:

- clearly defined objectives,
- unwavering commitment and visible leadership from the very top: the Administrator[12], Associate Administrator, and UNDP's Executive Committee,
- a dedicated team of people responsible and held accountable for implementation results,
- a defined time-frame and an aggressive schedule of key milestone dates,
- a public mechanism for tracking progress against milestone dates,
- early achievement of results to build momentum at the beginning of the process, and
- rigorous communication throughout the process.

UNDP should initiate the following key implementation components immediately:

- define the transformation objectives, timeframe and key milestone dates[13],
- assemble the full-time team leaders dedicated to the effort and accountable for the results,
- develop the project management and tracking mechanisms, and
- create the communication plan.

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[12] The importance of the UNDP Administrator's commitment and visible leadership cannot be overstated. His actions, his behavior, and the degree to which he holds his senior management team accountable for results will determine the success of the transformation effort.

[13] The Administrator's first term in office is the most natural timeframe for the transformation effort (i.e. through June 2003). It is a reasonable amount of time to ask UNDP to dedicate its collective energy to a difficult change effort, and is extremely valuable as a communication "sound bite". Reasonable milestone dates are annual, semi-annual, and quarterly timeframes.

4.2 A Dedicated Implementation Team

There is no substitute for a strong implementation team; without it the implementation effort is destined to fail. There are four reasons to have a dedicated implementation team at the heart of the transformation effort:

1. An almost singular focus driving the transformation will be required to effect real change within UNDP,

2. Project management and change management skills have steep learning curves that should be leveraged once established,

3. Teams take time to build synergy that results in efficiency and effectiveness, and UNDP doesn't have time to waste, and

4. It will take time for the implementation team to "get the word" and the dedication it inspires. This energy will best serve UNDP if it is concentrated and used to inspire additional teams throughout the process.

Implementation Team Leaders

Implementation is a full-time job and if UNDP wants the transformation effort to succeed, it will have to pull many of its "best and brightest" from their existing responsibilities and dedicate them fully to high-priority transformation initiatives. Software implementation and reengineering efforts at companies a fraction of the size of UNDP often require upwards of 30 – 40 full-time team members, many of them experienced external consultants with no other organizational distractions. *Given the proposed scope of the transformation effort, UNDP can count on a minimum of 7 – 10 strong, full-time transformation team leaders focused on the 5 levers of change.*

These transformation team leaders must be highly skilled in project management, problem solving, communication, and change management. Because their effectiveness will largely determine the success of the effort as a whole, great care must be taken in their selection.

Implementation Partners

In addition to the implementation team itself, there are critical implementation team partners who will be important to the success of the implementation effort, including:

- The Executive Board,
- The Executive Committee,
- Programme Countries,
- Donor Countries,
- UNDG,
- NGOs,
- Resident Representatives, and
- The Staff Council and other staff groups.

Their roles in the transformation effort must be carefully considered and then each of these groups should be engaged in the process.

Key Constituencies

In addition to the Implementation Team, two key constituencies within UNDP will be tremendous assets within the implementation effort: the country offices and UNDP staff as a whole.

The RRs and their staff have been widely consulted in the process, through email, letters, visits, and meetings and through the EEC. Their input has been of tremendous value to the recommendations and options within this report. The success of the implementation phase will similarly hinge heavily on the involvement and support from the field. The ongoing engagement of RRs and field staff through technology and enhanced communications will ensure that they can play an active part in this process. The planned Global RR meeting in mid-February, at which the Business Plan will be the priority agenda item, will be a good opportunity to discuss and develop consensus regarding how the country offices can best participate in implementing and marketing the changes.

Gaining the support of staff will be a critical challenge in the implementation process. Given the number of recent change processes, "change fatigue" has become a major obstacle in obtaining full support from staff. There always will be some resistance to change. This process needs to develop initiatives which will:

- motivate staff to get involved and rally behind the Administrator
- institutionalize the process of reforms to engage as many staff as possible
- show real results and impact which will induce staff to want to be a part of the successes
- demonstrate sustainability but have a balance of "big bang" initiatives
- describe a short and intense effort but include a sunset provision
- encourage innovation and involvement through incentives.

An option that is worth considering in some form is an Administrator award system to engage the staff. An incentive that worked in the UN Secretariat was the introduction of a UN21 pin award for teams and individuals who came up with good ideas and measures to improve efficiency and effectiveness. Potential recipients were assessed by a committee against transparent criteria and the award was presented by the Secretary General in a quarterly forum of staff. This award acknowledged the initiative and work of staff who coordinated/implemented hundreds of efficiency and effectiveness projects in the regions and headquarters, which resulted in millions of dollars of savings and encouraged more staff to become involved in the process of change. There are many other specific incentives which might be considered that will arise through the implementation of some of the options, e.g., enhanced training effort, increased accountability mechanisms, improved working arrangements, improvement plans for each country office, etc.

4.3 Managing the Effort and Tracking Progress

There are three important mechanisms that will contribute greatly to the management of the transformation effort: the Transformation Roadmap, Sequenced List of Transformation Activities, and the Transformation Scorecard.

The Transformation Roadmap

The Transformation Roadmap (provided in the following pages) provides a broad overview of the collective initiatives planned as part of the transformation effort. For each, the initiative's duration is indicated and the user can see both the concentration of initiatives at different times during the transformation effort and how the timing of one initiative relates to that of others. This overview should assist both the planning and management of the effort as a whole as well as clear communication to the organization.

UNDP Transition Team: Transformation "Roadmap"

Initiative Title	Time	HR Implication	Budget Implication
Policy			
Policy Recommendation 1: Define a New Policy Focus	3 mo	0	0
Policy Recommendation 2: Reconfigure Policy Support / BDP	6 mo	0	0
Policy Recommendation 3: Strengthen the HDR-NHDR Link	12 mo	Detailed under Structure	Detailed under Structure
Profile			
Implement UN Foundation Proposal	18 mo	0 *	0
Positioning Recommendation 1: Conduct an image and Corporate Identity Review	3 mo	0	35,000 *
Positioning Recommendation 2: Audit of UNDP's Communication Capacity	3 mo	0	35,000 *
* To be funded by UN Foundation			
Partnership			
Partnership Option 1: Create an Office or Bureau for Strategic Partnership	3mo	0	0
Partnership Option 2: Create a Strategic Partnership Unit within the OA	1mo	0	0
Human Resource Management			
Change OHR Reporting Arrangements	1 mo	+	None
Update Human Resources Information System	24 mo	+	205,000
Revise Young Professional Recruitment	18 mo	+	565,000
Revise Senior Level Recruitment	12 mo	+	855,000
Outsourcing/Specialist Recruitment	18 mo	+	675,000
Improve Internal Grievance System	12 mo	+	0
Implement Next Round Buy Out Mechanism	24 mo	+	$14 million **
Enhance Staff Support Services by OHR	12 mo	+	50,000
New Proposal for Project Staff	9 mo	+	0
Certified Development Professional	24 mo	+	$6.9 million *
Enhance Capacity of LRC/Virtual Development Academy	24 mo	+	350,000 $20 million ***
The NET effect of all the HR initiatives is:		6 posts	

* Cost of increase in number of floaters from 16 to 30 included

** Based on separation of a total of 40 Professional and 47 GS staff at HQ and 38 National staff.

*** This incorporates $7 million already appropriated for the biennium. It is recommended that the VDA be developed as a project for donor funding.

UNDP Transition Team: Transformation "Roadmap"

Initiative Title	Time	HR Implication	Budget Implication
Leadership			
Leadership Recommendation 1. Review of Executive Board Functions and Working Modalities	3 mo	*	0
Leadership Recommendation 2: Ensure Stronger Operational Leadership within UNDP	1 mo	*	0
Leadership Recommendation 3 Create the Post of and Recruit a Chief Financial Officer	3 mo	*	0
Leadership Recommendation 4: Create the Post of and Recruit a Chief Information Officer	4 mo	*	covered under IT
Leadership Recommendation 5: Create the Post of and Recruit a Chief Human Development Adviser	3 mo	*	0
Leadership Recommendation 6. Create the Post of and Recruit a Director of Strategic Partnerships	3 mo	*	0
* No costs as any new posts will be absorbed.			
Structure			
Create a new Executive Office (Merge OA and the OSG) Option 1	6 mo	(10 posts)	(1,605,000)
(Merge OA and OSG) Option 2	6 mo	(9 posts)	(1,965,000)
Reconfigure policy support	6 mo	(12 posts)	(5,398,260)
BPRM/BFAS merger	12 mo	TBD	TBD
Reporting Arrangements for the Legal Unit	9 mo	0	0
Restructuring of OHR	12 mo	Detailed in HRM above	Detailed in HRM above
Change the Regional Bureau structure to better reflect the strategic priorities of UNDP			
Typological	6 mo	0	0
Strategic	12 mo	0	0
Strengthened	6 mo	0	0
Regionalised	9 mo	0	(4,917,000)
Create Regional Service Centres	12 mo	0	(6,147,450)
TBD - To be determined			

Time columns span: 1999 (N D), 2000 (J F M A M J J A S O N D), 2001 (J F M A M J J A S O N D)

UNDP Transition Team: Transformation "Roadmap"

Initiative Title	Time	HR Implication	Budget Implication	Timeline (1999 N–D, 2000 J–D, 2001 J–D)
Performance Management				
Develop UNDP's Comprehensive Performance Management System	4 mo	0	40,000	
Continue to Implement Stand-Alone Performance Measurement Instruments		0	0	
Create "UNDP Transformation Scorecard" (develop with Business and Transition Plans)	2 mo	0	incl in above	
Create "UNDP Corporate Scorecard" (develop with Business Plan)	2 mo	0	incl in above	
Fully Implement the BFAS/BPRM Resource Management Indicators System (release 1998 data 12/99 as baseline)	1 mo	0	0	
Modify and Institutionalize the Country Office Assessment of HQ Services ($6000 per conduct by external firm)	1 mo	0	24,000	
Continue development of OSG/EO Country Office Programme Effectiveness Evaluation initiative		0	0	
Conduct Independent Management Assessments for all Units (circulate on on-going basis)		0	0	
Track Compliance of PAR Results to "Bell Curve" Distribution	6 mo	0	25,000	
Begin a Phased Revamping of PAR System	18 mo	0	0	
• conduct evaluation and track performance				
Information Technology				
Consolidate IT Operations at HQ under a Unified "Knowledge and Information Division" (KID)			7,080,000	
Subgoal 1: Recruitment of CIO, management team	4 mo	2	see above	
Subgoal 2: Merger of Divisions	4 mo	(15 posts)	see above	
Subgoal 3. Reassignment of tasks, outsourcing option	12 mo	0	0	
Subgoal 4: Assessment of current systems	9 mo	0	external	
Subgoal 5 Rebalancing of IT budget	24 mo	0	0	
Establish Country Office and Operational Unit Information Management Capacity	24 mo	0	from existing budget	
Create a Robust Internet-based Global Network	15 mo	0	from existing budget	
IT Training and Retooling	on-going	0	from existing budget	

UNDP Transition Team: Transformation "Roadmap"

Crisis/Post-Conflict (CPC)			
CPC Option 1: Prioritize Governance work within CPC	12 mo	0	0
CPC Option 2: Form High-Level Working Groups with OCHA, DPA, DPKO, UNHCR, UNICEF and WB	6 mo	0	0
CPC Option 3: Reorganize and Refocus Current CPC Staff	6 mo	0	0
CPC Option 4: Keep present ERD		0	0
CPC Option 5: Create new ERD	12 mo	12 posts	481,500
CPC Option 6: Expand ERD into the Bureau for Transition and Recovery, headed by an ASG	24 mo	12 posts	3,852,000
CPC Option 7: Develop new Specialized Recruitment and Training Standards for RRs within Crisis Countries	6 mo	0	0
CPC Option 8: Devote a HDR to Countries in Crisis	12 mo	0	50,000
CPC Option 9 : Form a Working Group for "Preventative Development, Diplomacy, and Action"	6 mo	0	0
CPC Option 10: Form a Working Group with the WB	6 mo	0	0
Implementation			
Establish core Implementation team	2 mo	4	600,000

The Sequenced List of Transformation Activities

The Sequenced List of Transformation Activities provides the transformation managers with a phase-by-phase activities plan within the context of the overall effort. This tool helps maintain the momentum of the effort while preventing unconscious "straying" from the plan. It goes without saying that this tool should be modified with strategic changes in the transformation plan. The following is an example of the Sequenced List of Activities for the first two (informal) months of UNDP's transformation effort:

Milestone Dates	Announcements, Activities, Deadlines
• Nov – Dec 1999	• Announce general results of TT work and next steps (consultations) • Develop transformation objectives, timeframe, key milestone dates • Develop high-level transformation plan (linked to Business Plan 2000 – 2003) • Formally announce transformation team leaders and clearly communicate performance measures • Develop detailed implementation plan for Phase 1 • Announce transformation implementation team • Communicate implementation priorities • Initiate first transformation initiatives: • Move to semi-annual PARs and enforcement of "bell curve" distribution in which people will be evaluated relative to their peers • Elimination of outstanding disciplinary cases • Implementation of BFAS/BPRM Country Office Resource Management Indicator system (baseline results from 1998 released 12/1999) • Review of EC leadership team and responsibilities • Announce leadership changes • Consulatations with programme countries and donors • Hold retreat with EC or EEC and key change agents •

The Transformation Scorecard

Finally, the Transformation Scorecard (described in the "Performance Management" section above) provides a mechanism against which to track the progress of the transformation effort. The scorecard is a consolidated list of high-priority indicators tied directly to transformation initiatives and is modified regularly to reflect the completion and initiation of different initiatives. These indicators are valuable for managing initiatives, communicating clearly to the organization, and holding managers accountable

for successful initiative implementation. This mechanism is discussed in detail in the section on Performance Management.

4.4 A Rigorous Communication Plan

Communication Approach

It is virtually impossible to over-communicate during an organizational transformation process. Communication efforts are critical for preparing the organization for change, creating a demand for change, and for maintaining the organization's focus on the transformation effort. The key is to communicate clearly and consistently on a timely basis. Regardless of the importance of communication, however, communication efforts often fade as those dedicated to communication become overwhelmed by the work of other transformation initiatives. A valuable way to manage this very real risk is to assign dedicated resources within the transformation team specifically to communications.

Communications to both internal staff and external stakeholders will need careful management and tactical thinking. A communications or campaign strategy should be specifically developed to integrate the reform efforts with other related promotion and communications activities. Communications to staff, both at headquarters and the country offices, should be maximized by the use of technology, e.g. web sites, conference calls, email broadcasts, video conferencing, etc. Similarly, regular communications can be established through Change Management updates, sharing reports and outcomes, Staff Council newsletters, senior management debriefs, Executive Committee outcome summaries, briefings on the Business Plan, focus group discussions, and so on.

Getting the Message Out

The following mechanisms might be leveraged for "sharing the word", expanding the leadership of the effort, and driving the focus on accountability and results:

- Weekly meetings with the Administrator and Executive Committee – to measure progress of the transition process, to build accountability and trust and to engage the EC in the ongoing development of the work
- Administrator retreats with EB and EC – to build a constituency within the EB; to develop the implementation strategy, team building and establish the accountability culture within the EC
- Administrator meetings with UN missions (donor and programme countries) – to share progress, build partnerships, and garner support
- Administrator Quarterly Staff Meetings – to update progress, manage expectations, obtain feedback and institutionalise the process
- Global RR meeting in February 2000 – to beginn implementing the Business Plan
- Meetings with the Staff Council – to consult and to obtain feedback
- Regional meetings with representatives of staff from different country offices, or Global meetings with selected Regional Staff Association to ensure that country office staff interests and perspectives are reflected.

The Administrator must share the burden of marketing the changes by establishing networks and "champions of change". Some steps have been initiated by the TT in this direction including the establishment of a TT Advisory Group, which could be expanded:

- An Extended Implementation Team (those not directly on the team but who worked with the team extensively) to help drive the change process. This group should be representative of UNDP as a whole and must include some RRs from country offices who can effectively bring a focus on the field's delivery of services to the implementation effort
- Other key personnel close to the Administrator, who share his vision and passion, and who can use their influence within the organization to drive the transformation effort

The most commonly asked questions of the TT were "What will be different about this change process?" "Why is the change good?" "Why even try?" and "Where will the changes have the greatest impact?". The communication plan for the transformation effort must proactively answer these and other questions repeatedly. Often it is valuable to convene Communication Team Advisory Groups that are encouraged to contribute their concerns, questions, and gossip they have heard to the communication team's efforts. This 'inside information' helps to keep the communication effort focused on the organization's internal and external stakeholders' communication needs.

The implementation effort's initial communication plan should be developed along with the transformation plan over the next two months.

While no plan is fool-proof, acknowledging the factors that are critical to the success of the implementation effort, pulling together the right team, and utilizing the four implementation management and three project management tools and referenced above will help position UNDP for a successful transformation effort.