****

Regional Hub Optimization – Structural Change (2015)

ProGRAMME Initiation Document

DRAFT

Table of Content

[Document Location 2](#_Toc424562519)

[Revision History 2](#_Toc424562520)

[Approvals 2](#_Toc424562521)

[Programme: Regional Hub Optimization – Structural Change (2015) 3](#_Toc424562522)

[1 Background 3](#_Toc424562523)

[2 Project Objectives 4](#_Toc424562524)

[3 Defined Method of Approach 10](#_Toc424562525)

[4 Scope 10](#_Toc424562526)

[5 Project Deliverables and/or Desired Outcomes 10](#_Toc424562527)

[6 Exclusions 11](#_Toc424562528)

[7 Constraints 11](#_Toc424562529)

[8 Interfaces 11](#_Toc424562530)

[9 Assumptions 11](#_Toc424562531)

[10 Programme Management Team Structure 11](#_Toc424562532)

[11 Communication Plan 14](#_Toc424562533)

[12 Initial Business Case 15](#_Toc424562534)

[13 Initial Project Plan 15](#_Toc424562535)

[Timescale, Cost 19](#_Toc424562536)

[Investment 20](#_Toc424562537)

[Appraisal 20](#_Toc424562538)

[14 Initial Risk Log 20](#_Toc424562539)

[Annex 1: Technology Hub Technology Cost Breakdown – ICT Infrastructure readiness Assessment 22](#_Toc424562540)

# Document Location

This document is only valid on the day it was printed or distributed.

The source of the document will be found at this location – *{insert online library URL}*

# Revision History

|  |  |  |  |
| --- | --- | --- | --- |
| **Revision date** | **Previous revision date** | **Summary of changes** | **Changes marked** |
| **May 28 2015** |  | Original version with inputs from programme stakeholders |  |
| **June 12 2015** | **May 28 2015** | Updating PID to comply with requirements for very large projects |  |

# Approvals

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Name** | **Signature** | **Title, Department** | **Date** | **Version** |
|  |  |  |  |  |

# Programme: Regional Hub Optimization – Structural Change (2015)

## Background

The strategic business context for Regional Hub Optimization Programme is UNDP´s Structural Change, which is an exercise that forms part of a larger commitment to the Executive Board that UNDP will improve its institutional effectiveness to meet the Strategic Plan's objectives.

The goals of UNDP´s Structural Change is to promote better integration, both functionally and geographically through:

1. Strengthening UNDP's regional presence: more advisory and support services will move to regional hubs, to help Country Offices to deliver better, faster and cheaper and reducing the HQs footprint by approximately 30 percent.
2. Consolidation of the policy functions: improving programme quality, research and development, and benefiting from better knowledge and business intelligence, while operating more efficiently. A new crisis response unit will be established at HQ to coordinate crisis response.
3. Rationalization of management support: allowing bureaux to concentrate on programme implementation and on their core competencies. This will also reduce duplication and allow for economies of scale in performing operational transactions.
4. Improvement of management -staff ratios: the grade profile of our workforce will shift to achieve a more effective management-to-staff ratio, promoting more collaboration, accountability and a more dynamic career mobility.

Within this context and specifically related to *a) “Strengthening UNDP's Regional Presence”*, UNDP is in the process of transforming the regional centers into Regional Hubs – in Addis Ababa (RBA), Bangkok (RBAP), Amman (RBAS), Panama (RBLAC) and Istanbul (RBEC) together with optimized platforms in Dakar, Senegal and Nairobi Kenya to support the RSCA in Addis. Each of these hubs is/will be staffed with about 50 – 150 personnel, expected to provide comprehensive Country Offices support services covering programme oversight, programme advisory/support, resource mobilization, South-South cooperation and operations. As a result of this transformation, Country Offices are expected to benefit from a more integrated support from Regional Hubs that are fully enabled to connect and deliver superior service delivery capabilities.

Whereas the establishment of these Regional Hubs is almost complete, they are not yet functioning in accordance with the expectations of entities/“Think Tanks” seamlessly delivering services from HQ, through Regional Hubs, to Country Offices. However with improvements in technology, processes and the manner in which people adjust and implement new work habits, it is expected that the working environments can be optimized. The key is to both leverage UNDP’s ICT enterprise systems and delivery new solutions to support agility, mobility, and effectiveness to deliver the new Strategic Plan, where staff, services, and systems are better connected, better integrated, and more cohesive.

As such, this Programme Initiation Document (PID) outlines envisioned improvements in the tracks of:

* People
* Process
* Technology

The tracks will also be referred to as projects, each with its own sets of objectives and expected outcomes and it is the sum of the outcomes across the 3 projects/tracks, when executed in a coherent fashion to reap synergies, that will lead to the expected programme impact of a significantly optimized working environment of the Regional Hubs, enabling them to better fulfill their expectations as Regional Hub staff develops a new way of working, thereby building a UNDP where global level collaboration and services can effectively take place.

## Project Objectives

The objective of this Programme is to ***create an optimized working environment enabling Regional Hubs to seamlessly deliver services from HQ to Country Offices.***

The programme aims at optimizing the use of enterprise services for the Regional Hub to deliver a new way of working, building a UNDP where global level collaboration and services can seamlessly and effectively take place. The Programme will address people, process, and technology tracks that aims to bring more much improved services to Regional Hub operations.

1. **People Track**

UNDP continues to introduce and adopt enhanced productivity tools and solutions, including Microsof Office365 cloud solutions with different components such as e-mail, Skype for Business, One Drive for Business, Delve and OneNote, SharePoint and e-registry. Recent discussions highlighted the need for inclusion of flexible business intelligence capability as an important productivity application to introduce. People track will architect these productivity tools to enhance its integration and usability so that UNDP employee can utilize these productivity tools effectively. In addition, having crated the right architecture and applications components, People Track will further focus on change management, user adoption, and training. Recognizing that adoption is not a one-way stream but a two-way process, the People Track involves establishment of training programs and will create a continuous feedback cycle where user needs are aligned with technology development processes in collaboration with Regional Hubs.

Emphasis will be placed on People-identity issues associated with the Structural Change. The relocation of staff from the HQ to the regional hubs and field, for example, has implications on their roles and entitlement in enterprise systems. To improve global level collaboration generated by location-based identity, the 2015 work plan proposes the overhaul of our identity management practice initiative. The Identity Management project on the ICT Roadmap 2014-2015 will impact the success of this project.

The expected benefits are better change management, enhanced adoption and training on systems already in place, with some added improvements as part of the feedback-consultation cycle.

1. **Process Track (COSMOS)**

UNDP is increasingly being pushed to have a well-defined and cohesive service management infrastructure that enables more effective CO support, given the need to balance accountability, effectiveness, and efficiency with more transparency. Bureaus today have already embarked on this journey by establishing regional/ individual technology solutions to meet these needs. As part of this continued effort, UNDP now needs a single organization wide service management platform, in order to ensure an effective and holistic approach for Service Management.

COSMOS is envisioned to be this single global platform to record, manage, and analyse how advisory services are delivered across UNDP. COSMOS will integrate with the Corporate Planning & Monitoring cycle to allow for services that are provided to be tracked more efficiently.



Figure - Corporate Planning & Monitoring Future Vision

Benefits

* COSMOS will **deliver better alignment** with the programmatic priorities and reporting requirements of the UNDP Strategic Plan 2014-2017, and will result in measurable reduction in manual processing, process steps and process interfaces.
* **Data quality and integrated organization wide reporting** – COSMOS will provide the organization with a common platform to record and manage the delivery of all types of services across UNDP. Standardization of data fields provides UNDP with the data integrity and single source of information needed for organization wide planning, reporting and analysis.
* **Analytics for improved demand planning/ travel -**  COSMOS will have the functionality to conduct trend analysis and provide clear visibility into global needs, allowing Central Bureaus to better forecast and plan against demand. This will permit Bureaux to make more informed management decisions around timely deployment of resources and staff to support CO needs.
* **Integrated work flows and efficiencies –** COSMOS will link to the corporate planning tool and pull planned service delivery data, thereby reducing data entry rework. This will ensure that all planned and unplanned requests are captured and managed in a single tool.
* **Global information sharing** – COSMOS will serve as a repository for final work products linked to requests, and link to a global knowledge management library. This will greatly improve recording and sharing of information across teams and create a historic archive of work performed.

**Feedback loop supporting continuous improvement -** COSMOS will have the functionality to capture feedback on quality, timeliness and impact of the work products and services delivered. This will help better understand client satisfaction levels and will inform continuous improvement of development results and internal operational efficiencies.

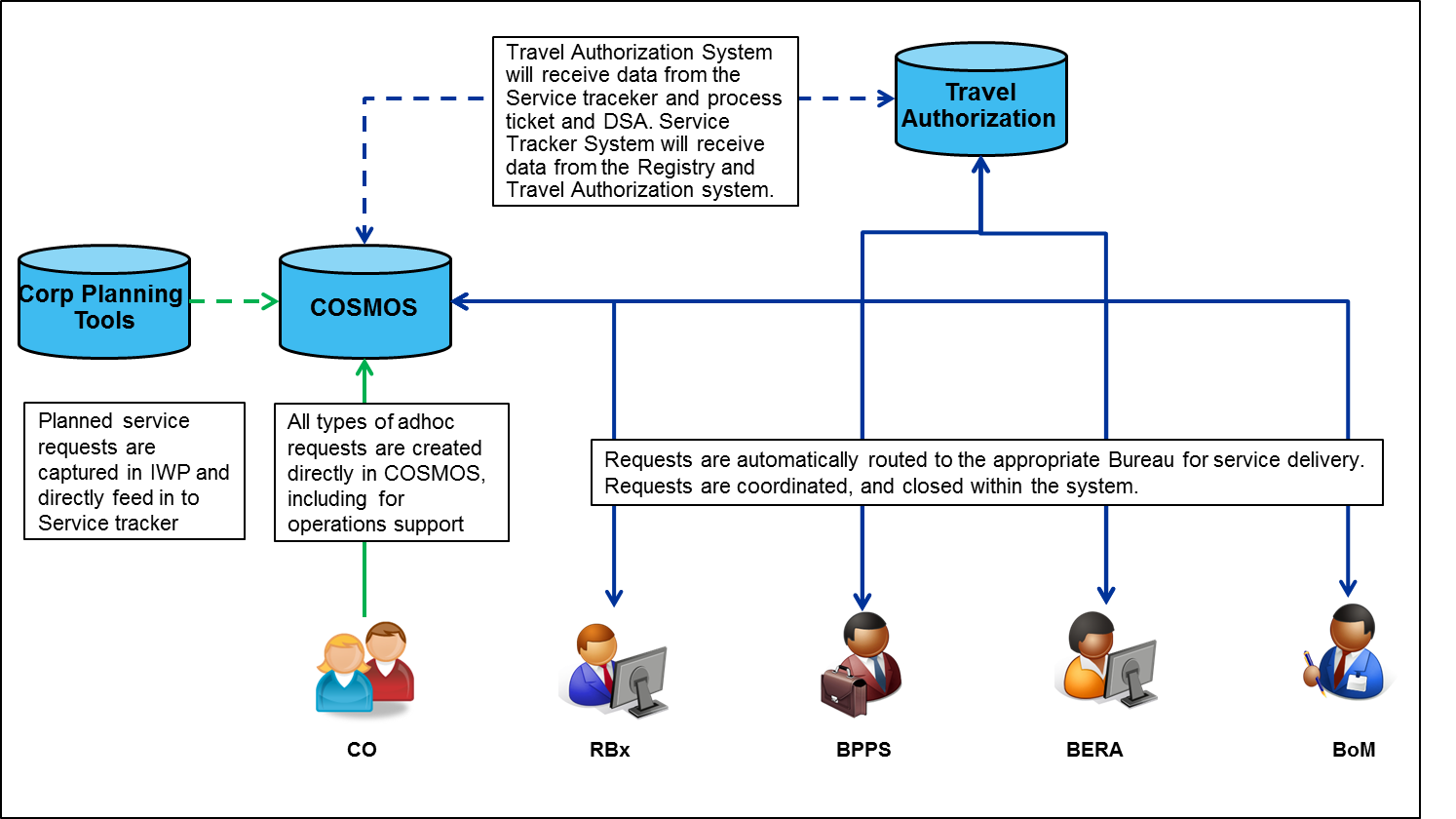


Figure – Future State of Service Management

Solution Overview:

Functionality Scope

COSMOS will provide service request support for Country Offices, Regional Bureaus, and Central Bureaus. Requests can be generated from any of these stakeholders, with the majority of service requests expected to come from the Country Offices. The scope of the solution will be that COSMOS will:

1. Manage all advisory services that are non-transactional
2. Support service requests for programmes and projects
3. Support advisory service requests currently being managed through BoM service management tools
4. Seamlessly integrate with the Corporate Planning System and ATLAS (travel)

Key Functional Areas

COSMOS will encompass seven key functional areas of the Service Management lifecycle that will include:

1. **Service Registry** – A single point of entry for all types of services / support whether originating from COs, RBx, or CBx. Planned service requests should be pulled in to COSMOS from the Corporate Planning Tool (CPT) and will be done when planning is completed. Service requests entered through the CPT should have the same interface as COSMOS or be redirected to COSMOS. The ad hoc (or new) service requests should be submitted. All service requests should be linked to Integrated Work Plan details (outcomes, outputs, and/or enabling actions).
2. **Demand Management –** Service requests will be routed to the appropriate Bureaux or team for review and support. The Service Coordinator will be responsible for deciding who within the Bureau or team to assign the service request (should depend on expertise and availability). The Service Coordinator will need to use their judgement and knowledge to decide the priority of the cases and help with the overall planning of all service requests for the Bureau or team.
3. **Service Planning –** The Service Manager will be responsible for providing the planning of the service and sub-services (or tasks) for the overall service request. The Service Manager will create a planned service or list of sub-services with details such as objectives, mode of delivery, estimated costs, estimated timing, and travel requirements. The Service Manager will assign a Service Provider for the entire service or to individual sub-services. The Service Manager will have the option of assigning providers outside the UNDP network.
4. **Service Delivery –** The service delivery will be completed by the Service Provider. Upon completion of the service or sub-service, the Service Provider will provide actual delivery details such as costs, resources, hours. The Service Provider should upload all work products that supported the service delivery and submit for approval from the Service Manager and Service Requester. For example, policy advisors will be able to record their back to the office reports as well as any supporting documents.
5. **Knowledge Sharing** – COSMOS will provide Service Coordinators, Managers, or Providers the opportunity to create knowledge articles. The knowledge articles provide an overview and recommended approach to providing services. The knowledge article will allow Managers and Providers to leverage the experience of other colleagues to more efficiently and effectively meet the service demand. In addition to knowledge articles being searchable, users can search for past fulfilled service requests and specific work products that can be leveraged. The COSMOS knowledge sharing artifacts will also be found on the UNDP intranet for to leverage the “one-stop” search desired by the organization.
6. **Assessment and Feedback** - COSMOS will have the functionality to capture feedback on work products and the service delivered based on quality, timeliness, and the ability to meet the identified objective. The Service Requester will be asked to provide feedback and Service Coordinators will have an opportunity to add additional comments to provide context if needed.
7. **Analytics and Reporting-** COSMOS will provide users with a holistic or detailed view of the service requests that are occurring across the organization. The dashboards and reports will be used to make planning decisions or to identify areas of concern. A standard set of reports and dashboards will be provided, however, users will have the ability to create their own reports or leverage the standard reports to modify to their needs. Additionally, a report generation cadence will be created to provide users with routine reports.



Figure - COSMOS High-Level Workflow

1. Technology Track

Scope

* Provides a standard Regional Hub infrastructure with optimal connectivity for robust global communications (this includes Addis Ababa (RBA) as well as Dakar and Nairobi to support the RSCA, Bangkok (RBAP), Amman (RBAS), Panama (RBLAC) and Istanbul (RBEC)
* Enables easy to use, standard videoconferencing capabilities for both office-to-office as well as individual-to-individual interactions
* Includes global level 24/7 support capabilities and network management to ensure that connectivity is effectively utilized for enterprise technology tools and applications
* Technology architecture recognizes that regional hub is now an extension of HQ services

Addressing the ***identity transformation*** associated with the Structural Change has been identified as a critical success factor, which means that there is a dependency vis-à-vis the Identity Management project in the ICT Roadmap 2014-2015.

Technology Track priorities include:

* Managed Regional Hub infrastructure improvements (fully managed and SLA-guaranteed connectivity and communications infrastructure, One ICT Box; HD videoconferencing equipment for a single, conference-room based; infrastructure refresh, and standards for Regional Hubs (for Regional Hub additional investments in hardware or setup beyond the defined delivery). This includes deploying One ICT Box to all five Regional Hubs as needed.
* Managed virtual meeting practices. This involves ensuring high-quality videoconferencing capabilities and managed services for both office-to-office as well as individual-to-individual interactions with guaranteed bandwidth availability for offices and senior management residences (up to plus two devices per residence). Having a 24x7 fully managed “white-glove” support or concierge service for virtual meetings eliminates the need to rely on local support technicians who may or may not be available at the time when help is needed, especially during off hours. Fully managed ISP links or dedicated links such as MPLS offer financially backed guaranteed bandwidth availability and reliability, assuring staff in the Regional Hubs that they are always connected.
* Global support. 24/7 support capabilities to reduce support burdens at the regional level.
* Standards. Standards will bring optimization, as the organization begins to work in new ways, including remote and mobility support

An important guiding principle is that a solution is implemented with minimized deployment of local hardware infrastructure with increased reliance on cloud for data and applications; connectivity with guaranteed bandwidth and response – dedicated links to a fully-managed Tier 2 ISP (with SLA and guaranteed performance); new set of HDVC and managed nodes; dedicated leased line to residences of a number of senior staff, with locked-down VC equipment supplied by UNDP; managed service provider with 24x7 NOC to monitor connectivity and local hub infrastructure; leverage existing LTAs in UN system plus specialized UN units such as UNICC, WHO, etc. It is noted that in RBAP and RBA regular meetings can involve up to 6-10 senior staff working remotely, so the number of staff residences supported may need to be higher than a standard two per hub.

The expected benefit is that staff in the Regional Hub obtains an ICT user experience that gives them the feel of being a virtual part of the HQ NY and the goal becomes to provide the infrastructure and connectivity that is sufficient for Regional Hub services, by enhancing the existing capabilities to cost-effectively achieve optimal connectivity and performance in regions for seamless global communications.

It is expected that these capacities are built in phases as follows:

Stage 1: Assessment of the technology, process and people readiness across all Regional Hubs

An assessment was already done for budgetary purposes, however a deeper assessment is required as part of the optimization programme, to meet the following standards:

* Bandwidth, with set minimum standards, for a RSC, with optimal office performance when users are trained to use robust cloud computing capabilities
* Video conferencing set up at least 2 or 3 units and follow Guidelines, Checklist and Best Practices for Video Conferencing for UNDP offices
* One ICT Box with 24/7 support
* Identify funding for recurring (including assessment of funding gap and suggest how to fund)

Stage 2: Solve all the technology issues and problems related to network performance bottlenecks performance

This will be based on the assessment under Stage 1 and will furthermore follow a sequential implementation of the regional Service Centers:

* 1st Batch: Bangkok and Istanbul
* 2nd Batch: Addis Ababa, Amman and Panama
* 3rd Batch: Dakar and Nairobi (subject to inclusion in Programme scope and additional funding)

Bangkok and Istanbul goes into the 1st batch due to the particular strong ICT project implementation capacity with a direct reporting line to OIST that already exists in these two locations. This means that it is easier for OIST to deal with project implementation issues there, which would allow for smoother implementation in the remaining Regional Hubs. In addition, this gives time to firm up the project implementation structure in Amman and Addis Ababa prior to implementation. It should be noted that ICT capacity is strong in Addis Ababa and in Amman, but the ICT Managers does not have a matrixed reporting line vis-a-vis OIST as opposed to the other Regional Hubs. While Panama is similar to Istanbul and Bangkok in terms of implementation readiness, this Regional Hub is relatively more stable and was therefore placed in Batch 2.

Stage 3: Programme Closure and Handover

Stage 3 will be devoted to programme closure and handover to the Regional Hubs.

## Defined Method of Approach

Reaching the objective of optimized working environment enabling Regional Hubs to seamlessly delivering services from HQ to Country Offices requires interventions across 3 tracks; people, processes and technology. A programme approach is therefore the most appropriate for to achieve Regional Hub Optimization, with each track (people, processes and technology) organized as separate projects under the overall programme. Each projects will have a project manager, but will overall coordination falling under the responsibility of a programme manager who will oversee that the sum of the interventions under each track/project contributes to achievement of the overall programme objective.

## Scope

The Regional Hub Optimization Programme will address the One-Time Investment and implementation costs across the 3 subprojects of people, processes and technology in the following UNDP Regional Hubs:

* Istanbul
* Amman
* Bangkok
* Addis Ababa
* Panama

The Regional Hubs are responsible for ongoing support costs and sustaining the required capacity in their respective ICT Units to act as an effective implementation partner and counterpart to OIST and cater for the expanded demands.

## Project Deliverables and/or Desired Outcomes

People Track

1. Architecting of productivity solutions and securing of BI components to enhance usability and enterprise cohesiveness.
2. Training program covering cloud solutions, Business Intelligence, document management and collaboration, leveraging ICT capabilities already in place

Process Track

Delivery of Global service tracking mechanism on a common platform (COSMOS) with the following seven capabilities

1. Service Registry
2. Demand Management
3. Service Planning
4. Service Delivery
5. Knowledge Sharing
6. Assessment and Feedback
7. Analytics and Reporting

Technology Track

1. One room-based HD video plus 2 video units for senior staff working remotely ($110K/hub)
2. Managed Tier 2 ISP and dedicated links to senior staff residences ($50K/hub)
3. Cabling infrastructure ($100K/hub)
4. IP telephony ($120K/100 users)
5. One ICT Box ($160K/hub)
6. Professional services ($100K/hub)

## Exclusions

With regards to RBA, their Regional Hub in Addis Ababa is included in the programme scope, while Nairobi and Dakar are deferred to Stage 3 as these locations will come with additional costs in terms of senior staff connectivity and ensuring robust connection between the three locations of the Africa hub.

## Constraints

The implementation of the 3 Tracks will require significant time on the part of the ICT staff in the Regional Hub offices, including the Regional ICT Coordinators who will need to fit the additional responsibilities into the 50% time that is funded by the Regional Service Centers.

## Interfaces

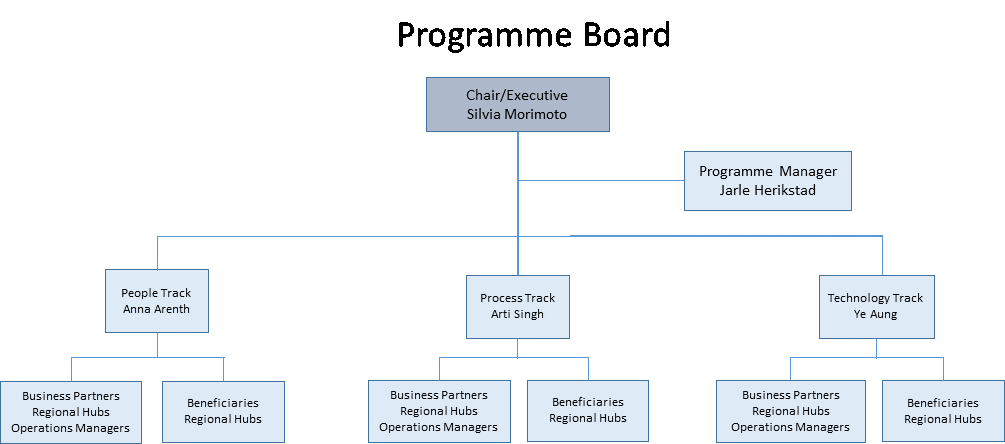
N/A

## Assumptions

* Physical locations of each Regional Hub are firmly in place, ready for occupancy and will remain unchanged during programme implementation.
* Each Regional Hub ICT Unit is properly staffed with ICT Manager capable of undertake implementation of responsibilities falling under the Regional Hubs and furthermore to act as an effective implementation partner and counterpart to OIST during programme implementation..

## Programme Management Team Structure

Programme steering will be accomplished via Programme Board consisting of BOM Directorate, ICTGG, OIST and Regional Bureaus. ICTGG represents the senior user while OIST will appoint Programme manager and senior supplier. Regional Hubs will furthermore participate as senior users to the board.  The Programme Board structure was reviewed and finalized in the first Programme Board meeting, and is detailed below:



**Programme Board Roles and Responsibilities**

Board members of the Regional Hub Optimization Programme are:

Silvia Morimoto (RBAP), Patrick Tiefenbacher, (BPPS), Sergelen Dambadarjaa (RBAS), Pierre Hamouche (RBAS), Arti Singh (ExO), Carlos Arboleda (BoM) as well as Shirin Hamid, Ye Aung, Anna Arenth, and Naoto Yamamoto from OIST.

Sponsor:

1. Authorize the start and continuation of the project from the corporate perspective
2. Set Project Tolerances
3. Set and review overall strategy and interfaces with other initiatives

For the Regional Hub Optimization Programme, the overall sponsor is the ICT Governance Group (ICTGG)

Programme Board – Executive: Siliva Morimoto

1. Ownership of the Project’s Business Case
2. Overall direction and guidance for the project
3. Chari Project Board meetings and reviews
4. Set Management Stage Tolerance
5. Review Exception Reports and Exception Plans
6. Delivery of a suitable end Business Product

Programme Board – Senior User (beneficiaries): Regional Hubs

1. Ownership of the project from a User viewpoint
2. Approval of User Specifications for technical Products
3. Attend Project Board meetings and reviews
4. Priorities Project Issues
5. Review Exception Report and Exception Plans
6. Recommend action on changes

Programme Board – Senior Supplier

* People Track: Anna Arenth
* Process Track: Arti Singh
* Technology Track: Ye Aung

1. Ownership of the project from a Supplier viewpoint

2. Approval of Functional Specification

3. Attend Project Board meetings and reviews

4. Prioritize Project Issues

5. Review Exception Reports and Exception Plans

6. Recommend action on changes

Programme Board – Programme Manager: Jarle Herikstad

1. Day-to-day management of the Project
2. Planning, monitoring and control
3. Reporting progress through Highlight Reports
4. Management of Team Managers and Contracts
5. Delivery of the project’s Products
6. Configuration Management, Filing and Change Management

Programme Assurance:

1. Adherence to business case (on behalf of the Executive)

2. Monitor the compliance with User needs and expectations (on behalf of Senior User)

3. Supplier Assurance carried out by spot-check/audit of technical outputs and Products supplied

4. Review of Products/Deliverables via Quality Review

Each of the 3 projects (people, process and technology) will furthermore have its own project manager, senior supplier and senior users (beneficiaries) as well as Technical Lead, Delivery Lead and Adoption Team

Technical Lead:

1. Develop security roles permission lists
2. Develop IC bolt on
3. Develop any agreed upon customizations approved by the board
4. Develop Atlas queries

Delivery Leads:

1. Assist in creation of overall project work plan
2. Assist in definition of team structure
3. Coordinate team resources and allocate resources to activities
4. Help assure quality by reviewing deliverables
5. Ensure system configuration is delivered in a timely manner
6. Validate business process fit versus system configuration
7. Liaise with adoption team in regards to documentation, training and delivery.

Adoption Team:

1. Provide training and knowledge transfer approach strategy
2. Develop SOP materials
3. Develop user guides and training materials
4. Deliver training to customers

## Communication Plan

The purpose of the Communications Plan is to define how the programme communicates with all stakeholders.

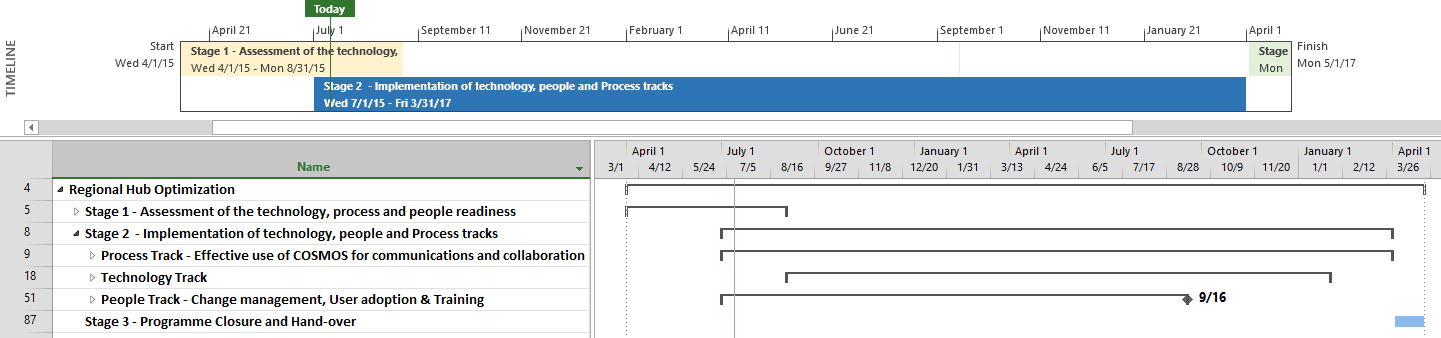
| **Communication Type** | **Description** | **Information Provider** | **Information Required** | **Frequency** | **Interested Parties** |
| --- | --- | --- | --- | --- | --- |
| Programme Board Meeting | Introduce the project team and the project. Review project objectives and management approach. | * Programme Manager * Project Managers * Technical Team Manager | * Project documents * Approval * Progress reports and updates | Every two months | * Project Board Members |
| Period programme progress reports | Track programme activities and implementation issues | * Programme Manager * Project Managers | * Project progress reports | Monthly | * Project Board Members |
| Programme Team Meetings | Review status of the programme with the team. | * Project Manager * Technical team manager | * Project progress reports * Technical requirements | Bi-Weekly | * Programmme Team * Programme Manager * Project Managers |
| Project Team Meetings (for each project – people, process, technology) | Review status of the project with the team. | * Technical team manager | * Technical diagrams, * User requirement analysis * Technical requirements | Weekly | * Project Teams * Project Managers |
| Period project progress reports | Track project activities and implementation issues across people, process and technology | * Project Managers * Technical Team Manager | * Project progress reports | Bi-weekly | * Programme Team |
| Customers and Clients updates | Update the end users with the project status | * Regional ICT Coordinators and Regional Hub ICT Managers acting as Communications Focal Point | * Brief description of where the project is standing and what is expected from it | As needed | * Customers and Clients |
| Yammar | Online programme forum providing information, updates and opportunities to engage & comment | * Programme Manager * Project Managers | * Programme documents * Project documents * Progress reports and updates | Continuous process | * Project Board Members |

## Initial Business Case

See the Business Case that was submitted and approved by the ICT Governance Group, OPG.

## Initial Project Plan

The initial high-level programmme plan is detailed below. Subsequently, each track or project will develop its own project plans within the time boundaries of the programme.



|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Name** | **Resource Names** | **% Complete** | **Duration** | **Start** | **Finish** |
| **Regional Hub Optimization** |  | **1%** | **544 days?** | **Wed 4/1/15** | **Mon 5/1/17** |
| **Stage 1 - Assessment of the technology, process and people readiness** |  | **66%** | **109 days?** | **Wed 4/1/15** | **Mon 8/31/15** |
| Project Initiation (Prepare PID, Consultations) |  | 90% | 65 days? | Wed 4/1/15 | Tue 6/30/15 |
| Assessment Technology, people and process readiness |  | 40% | 61.6 days | Wed 4/15/15 | Mon 8/31/15 |
| **Stage 2 - Implementation of technology, people and Process tracks** |  | **0%** | **458 days?** | **Wed 7/1/15** | **Fri 3/31/17** |
| **Process Track - Effective use of COSMOS for communications and collaboration** |  | **0%** | **458 days?** | **Wed 7/1/15** | **Fri 3/31/17** |
| Protype Oracle RightNow - Go/No Go Decision |  | 80% | 11 days? | Wed 7/1/15 | Wed 7/15/15 |
| Regional Hub Manager Meeting (Launch of customization) |  | 0% | 141 days? | Thu 7/16/15 | Thu 1/28/16 |
| Detailed Design, configuration, pilots (Agile Approach) |  | 0% | 250 days? | Fri 1/29/16 | Thu 1/12/17 |
| User Acceptance Testing |  | 0% | 18 days? | Mon 11/2/15 | Wed 11/25/15 |
| Training |  | 0% | 28 days? | Mon 11/16/15 | Wed 12/23/15 |
| Change Management |  | 0% | 97 days? | Mon 8/17/15 | Tue 12/29/15 |
| Communication |  | 0% | 97 days? | Mon 8/17/15 | Tue 12/29/15 |
| Stabilization |  | 0% | 326 days? | Fri 1/1/16 | Fri 3/31/17 |
| **Technology Track** |  | **0%** | **371 days?** | **Tue 9/1/15** | **Tue 1/31/17** |
| Solve all Regional Hub Technology Issues |  | 0% | 218 days? | Tue 9/1/15 | Thu 6/30/16 |
| Bangkok: HD Video (1 HD Polycom, smartboard + 2x personal HD VC systems) |  | 0% | 153 days? | Tue 9/1/15 | Thu 3/31/16 |
| Bangkok: Internet upgrade (One Tier 2 Managed ISP 2x50 Mbps) |  | 0% | 153 days? | Tue 9/1/15 | Thu 3/31/16 |
| Bangkok: Connectivity upgrade of 2 Residences of Regional Hub Staff |  | 0% | 153 days? | Tue 9/1/15 | Thu 3/31/16 |
| Bangkok: OneICTBox with HA (core networking infrastructure) |  | 0% | 153 days? | Tue 9/1/15 | Thu 3/31/16 |
| Bangkok: OneICTBox with HA (IP telephony & core networking infrastructure) |  | 0% | 153 days? | Tue 9/1/15 | Thu 3/31/16 |
| Bangkok: Cabling infrastructure upgrade/replacement |  | 0% | 153 days? | Tue 9/1/15 | Thu 3/31/16 |
| Istanbul: HD Video (1 HD Polycom, smartboard + 2x personal HD VC systems) |  | 0% | 153 days? | Tue 9/1/15 | Thu 3/31/16 |
| Istanbul: Internet upgrade (One Tier 2 Managed ISP 2x50 Mbps) |  | 0% | 153 days? | Tue 9/1/15 | Thu 3/31/16 |
| Istanbul: Connectvity upgrade of 2 Residences of Regional Hub Staff |  | 0% | 153 days? | Tue 9/1/15 | Thu 3/31/16 |
| Istanbul: OneICTBox with HA (core networking infrastructure) |  | 0% | 153 days? | Tue 9/1/15 | Thu 3/31/16 |
| Istanbul: OneICTBox with HA (IP telephony & core networking infrastructure) |  | 0% | 153 days? | Tue 9/1/15 | Thu 3/31/16 |
| Istanbul: Cabling infrastructure upgrade/replacement |  | 0% | 153 days? | Tue 9/1/15 | Thu 3/31/16 |
| Addis Ababa: HD Video (1 HD Polycom, smartboard + 2x personal HD VC systems) |  | 0% | 130 days? | Fri 1/1/16 | Thu 6/30/16 |
| Addis Ababa: Internet upgrade (One Tier 2 Managed ISP 2x50 Mbps) |  | 0% | 130 days? | Fri 1/1/16 | Thu 6/30/16 |
| Addis Ababa: Connectvity upgrade of 2 Residences of Regional Hub Staff |  | 0% | 130 days? | Fri 1/1/16 | Thu 6/30/16 |
| Addis Ababa: OneICTBox with HA (core networking infrastructure) |  | 0% | 130 days? | Fri 1/1/16 | Thu 6/30/16 |
| Addis Ababa: OneICTBox with HA (IP telephony & core networking infrastructure) |  | 0% | 130 days? | Fri 1/1/16 | Thu 6/30/16 |
| Addis Ababa: Cabling infrastructure upgrade/replacement |  | 0% | 130 days? | Fri 1/1/16 | Thu 6/30/16 |
| Amman: HD Video (1 HD Polycom, smartboard + 2x personal HD VC systems) |  | 0% | 130 days? | Fri 1/1/16 | Thu 6/30/16 |
| Amman: Internet upgrade (One Tier 2 Managed ISP 2x50 Mbps) |  | 0% | 130 days? | Fri 1/1/16 | Thu 6/30/16 |
| Amman: Connectvity upgrade of 2 Residences of Regional Hub Staff |  | 0% | 130 days? | Fri 1/1/16 | Thu 6/30/16 |
| Amman: OneICTBox with HA (core networking infrastructure) |  | 0% | 130 days? | Fri 1/1/16 | Thu 6/30/16 |
| Amman: OneICTBox with HA (IP telephony & core networking infrastructure) |  | 0% | 130 days? | Fri 1/1/16 | Thu 6/30/16 |
| Amman: Cabling infrastructure upgrade/replacement |  | 0% | 130 days? | Fri 1/1/16 | Thu 6/30/16 |
| Panama: HD Video (1 HD Polycom, smartboard + 2x personal HD VC systems) |  | 0% | 130 days? | Fri 1/1/16 | Thu 6/30/16 |
| Panama: Internet upgrade (One Tier 2 Managed ISP 2x50 Mbps) |  | 0% | 130 days? | Fri 1/1/16 | Thu 6/30/16 |
| Panama: Connectvity upgrade of 2 Residences of Regional Hub Staff |  | 0% | 130 days? | Fri 1/1/16 | Thu 6/30/16 |
| Panama: OneICTBox with HA (core networking infrastructure) |  | 0% | 130 days? | Fri 1/1/16 | Thu 6/30/16 |
| Panama: OneICTBox with HA (IP telephony & core networking infrastructure) |  | 0% | 130 days? | Fri 1/1/16 | Thu 6/30/16 |
| Panama: Cabling infrastructure upgrade/replacement |  | 0% | 130 days? | Fri 1/1/16 | Thu 6/30/16 |
| Stabilization |  | 0% | 218 days? | Fri 4/1/16 | Tue 1/31/17 |
| People Track - Change management, User adoption & Training |  | 0% | 318 days? | Wed 7/1/15 | Fri 9/16/16 |
| Develop cloud training material |  | 0% | 132 days? | Wed 7/1/15 | Thu 12/31/15 |
| Develop business intelligence to align service portfolio to business needs |  | 0% | 132 days? | Wed 7/1/15 | Thu 12/31/15 |
| Develop mobile applications for enterprise systems and solutions |  | 0% | 132 days? | Wed 7/1/15 | Thu 12/31/15 |
| Identity Management Overhaul approach completed |  | 0% | 132 days? | Wed 7/1/15 | Thu 12/31/15 |
| Bangkok: Cloud computing - disseminate base training to leverage the cloud |  | 0% | 180 days | Fri 1/1/16 | Thu 9/8/16 |
| Bangkok: Engage in the enhancement of the eRBM |  | 0% | 66 days? | Fri 1/1/16 | Fri 4/1/16 |
| Bangkok: E-Registry implementation to achieve improved document storage/search |  | 0% | 66 days? | Fri 1/1/16 | Fri 4/1/16 |
| Bangkok: Implement business intelligence to align service portfolio to business needs |  | 0% | 180 days? | Fri 1/1/16 | Thu 9/8/16 |
| Bangkok: Implement mobile applications for enterprise systems and solutions |  | 0% | 132 days? | Tue 3/1/16 | Wed 8/31/16 |
| Bangkok: Implement identity management practice overhaul |  | 0% | 86 days? | Fri 1/1/16 | Fri 4/29/16 |
| Istanbul: Cloud computing - disseminate base training to leverage the cloud |  | 0% | 180 days? | Fri 1/1/16 | Thu 9/8/16 |
| Istanbul: Engage in the enhancement of the eRBM |  | 0% | 66 days? | Fri 1/1/16 | Fri 4/1/16 |
| Istanbul: E-Registry implementation to achieve improved document storage/search |  | 0% | 66 days? | Fri 1/1/16 | Fri 4/1/16 |
| Istanbul: Implement business intelligence to align service portfolio to business needs |  | 0% | 180 days? | Fri 1/1/16 | Thu 9/8/16 |
| Istanbul: Implement mobile applications for enterprise systems and solutions |  | 0% | 174 days? | Fri 1/1/16 | Wed 8/31/16 |
| Istanbul: Implement identity management practice overhaul |  | 0% | 86 days? | Fri 1/1/16 | Fri 4/29/16 |
| Addis Ababa: Cloud computing - disseminate base training to leverage the cloud |  | 0% | 180 days? | Fri 1/1/16 | Thu 9/8/16 |
| Addis Ababa: Engage in the enhancement of the eRBM |  | 0% | 66 days? | Fri 1/1/16 | Fri 4/1/16 |
| Addis Ababa: E-Registry implementation to achieve improved document storage/search |  | 0% | 66 days? | Fri 1/1/16 | Fri 4/1/16 |
| Addis Ababa: Implement business intelligence to align service portfolio to business needs |  | 0% | 180 days? | Fri 1/1/16 | Thu 9/8/16 |
| Addis Ababa: Implement mobile applications for enterprise systems and solutions |  | 0% | 174 days? | Fri 1/1/16 | Wed 8/31/16 |
| Addis Ababa: Implement identity management practice overhaul |  | 0% | 86 days? | Fri 1/1/16 | Fri 4/29/16 |
| Amman: Cloud computing - disseminate base training to leverage the cloud |  | 0% | 180 days? | Fri 1/1/16 | Thu 9/8/16 |
| Amman: Engage in the enhancement of the eRBM |  | 0% | 66 days? | Fri 1/1/16 | Fri 4/1/16 |
| Amman: E-Registry implementation to achieve improved document storage/search |  | 0% | 66 days? | Fri 1/1/16 | Fri 4/1/16 |
| Amman: Implement business intelligence to align service portfolio to business needs |  | 0% | 180 days? | Fri 1/1/16 | Thu 9/8/16 |
| Amman: Implement mobile applications for enterprise systems and solutions |  | 0% | 174 days? | Fri 1/1/16 | Wed 8/31/16 |
| Amman: Implement identity management practice overhaul |  | 0% | 86 days? | Fri 1/1/16 | Fri 4/29/16 |
| Panama: Cloud computing - disseminate base training to leverage the cloud |  | 0% | 180 days? | Fri 1/1/16 | Thu 9/8/16 |
| Panama: Engage in the enhancement of the eRBM |  | 0% | 66 days? | Fri 1/1/16 | Fri 4/1/16 |
| Panama: E-Registry implementation to achieve improved document storage/search |  | 0% | 66 days? | Fri 1/1/16 | Fri 4/1/16 |
| Panama: Implement business intelligence to align service portfolio to business needs |  | 0% | 180 days? | Fri 1/1/16 | Thu 9/8/16 |
| Panama: Implement mobile applications for enterprise systems and solutions |  | 0% | 174 days? | Fri 1/1/16 | Wed 8/31/16 |
| Panama: Implement identity management practice overhaul |  | 0% | 86 days? | Fri 1/1/16 | Fri 4/29/16 |
| Stabilization |  | 0% | 1 day? | Fri 9/16/16 | Fri 9/16/16 |
| **Stage 3 - Programme Closure and Hand-over** |  | **0%** | **21 days?** | **Mon 4/3/17** | **Mon 5/1/17** |

### Timescale, Cost

The programme timescale is 21 months with a total cost of US$ 4,073,000 as detailed below:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Scope** | **People** | **Process** | **Technology** | **Total** |
| **Costs OTC** | **$200K** | **$1.1M** | **$1.323M\*** | **$2.623M** |
| Deliverables | Training program covering cloud solutions, Business Intelligence, document management and collaboration, leveraging ICT capabilities already in place | 1. Global service tracking mechanism on a common platform which is capable of:  a. Coordinate service provisioning  b. Collecting user feedback  c. Track service provisioning  2. Integration of service tracker to the enterprise systems including  a. Atlas – in particular travel module  b. Planning and performance system  c. Document and contents management system | One room-based HD video plus 2 video units for senior staff working remotely ($110K/hub)  Managed Tier 2 ISP and dedicated links to senior staff residences ($50K/hub)  Cabling infrastructure ($100K/hub)  IP telephony ($120K/100 users)  One ICT Box ($160K/hub)  Professional services ($100K/hub) |  |
| **Recurring** |  | **$200K** | **$1.25M** | **$1.45M** |
| Services |  | Maintenance and support | 24/7 fully-managed Regional Hub communications and connectivity services |  |
| **TOTAL** | **$200K** | **$1.3K** | **$4.45M** | **$4.073M** |

\*With regards to the technology track, the OTC is US$640K per hub, totaling US$ 3.2 million. Nevertheless, some of the Regional Hubs have already undertaken significant ICT investments, in particular, this refers to Addis Ababa, Istanbul and Amman as these are relatively new locations requiring upfront ICT investments in order to start operations.

As part these ICT investments are relevant for the Regional Hub Optimization Project, a budgetary assessment of the regional Hubs was carried out and the summary of this assessment is outlined in Annex 1 – “Technology Track Regional Hub Technology Cost Breakdown - ICT Infrastructure Readiness Assessment”. After assessment of existing regional Hub ICT infrastructure, a gap amounting $1.323M was identified across all Regional Centers. This is the funding gap required in order to achieve the objective of the technology track, and the amount of $1.323M will therefore be referred to as the budgetary requirement for the technology track.

### Investment

The US$ 4,073,000 cost of the programme represents the total investment of the programme. Recurrent costs of the Technology Track will be covered by the Regional Hubs, whereas the recurring costs for the Process Track will be included in the ICT Roadmap funding.

### Appraisal

The PID will be presented to the first meeting of the Programme Board for appraisal.

## Initial Risk Log

| **Risk** | **Impact** | **Probability of occurrence** | **Comments** | **Mitigation** |
| --- | --- | --- | --- | --- |
| Regional Hub(s) unable to cover recurring costs | High | Low | Lack of funding for recurring cost would imply that the Regional Hubs would be unable to leverage the investments in regional hub optimization, which would defy the purpose of the programme. However, probability is considered low given the high commitment of UNDP and the regional Bureaus in the regionalization drive. In addition, even without this programme, Regional Hubs are funding their recurrent costs just like any other UNDP BU. The Regional Hub Optimization project only implies that recurrent cost will be at a slightly higher level than today, which the Regional Hubs are probably willing to pay for given the benefits received. | * Advise to Regional Hubs on cost-recovery vis-à-vis end users * Continued engagement of Regional Bureaus |
| Regional Hub(s) unable to act as an effective implementation partner/ counterpart | High - | From Low to Medium depending on the circumstances in each Hub | Although Regional Hubs can provide the funding for recurrent costs, they may not count with sufficient capacity in their ICT Unit to act as an effective implementation partner/counterpart. Especially with regards to the newly created regional Hubs, this may be an issue | * Ensure that Regional Hub ICT Manager post is classified at an appropriate level * Training of ICT Manager and ICT Unit in accordance with findings of the initial programme assessment |
| Deficient local ICT infrastructure and services in the host countries of the regional Hubs | High | Low | Regional Hubs are dependent on local telecom infrastructure and availability of ICT goods and services in the country. It is considered that connectivity has improved sufficiently in the regional Hub host countries to sustain UNDP´s requirements, but cost and reliability may represent an issue in some locations | * For Addis Ababa, retain VSAT as a back-up |
| OIST oversight of programme implementation | Medium | Low | OIST has a matrix management arrangement in place for Regional ICT Coordinators, which are also ICT Managers in their respective Regional Hubs, thus ensuring that OIST have very good oversight. However Addis Ababa and Amman are not coved by such matrix management , since the RBAS and RBA Regional ICT Coordinators are located in New York and Dakar respectively | * Engage in dialogue with RBA and RBAS to overcome this challenge. |
| Allocation of effort at the Regional Hubs for implementation of the project deliverable. | Medium | From Low to Medium depending on the circumstances in each Hub | OIST has a matrix management arrangement in place for Regional ICT Coordinators, which are also ICT Managers in their respective Regional Hubs. While the time Regional ICT Coordinators devotes to Regional Hub Optimization should be covered by the Regional Hubs, there might be discussions with OIST on sharing the time allocation | * Engage in dialogue with the RBX and Regional Hubs |

## Annex 1: Technology Hub Technology Cost Breakdown – ICT Infrastructure readiness Assessment

Multilateral discussions propose that the ICT Roadmap and Regional Bureaux share costs of the Regional Hub project Technology Track (with the ICT Roadmap absorbing up to 50% and Regional Bureaux funding 50% of One Time Costs, with Regional Box funding the 100% of the Annual Recurring Costs).

OIST/BoM has undertaken an assessment with Regional Bureaux and their Regional ICT Coordinators to assess technology readiness in each hub. Many of these components are already in place. Based upon this initial assessment, the majority of Technology Track capital investment costs will be covered by up to 50% from ICT Roadmap contributions to this Track. Remaining gap is recommended to come out of Regional Bureaux XB. See Regional Hub Technology Cost Breakdown in Annex 1 for details.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Amman/RBAS** | **Addis/RBA** | **Bangkok/RBAP** | **Istanbul/RBEC** | **Panama City/RBLAC** |
| **Room based Polycom HD VC, Audio Conf,& SmartBoard Display** | 2 existing HD VC systems to be relocated; No SmartBoard; | 2 HD VC in place, 1 additional unit on order; No SmartBoard; relocation funds available | 1 HD VC unit on order; 1 additional unit to be ordered 2Q2015; No SmartBoard; hub funded | HD VC deployed; no SmartBoard | Plan to deploy in 2015; funding up to $15k available at hub |
| **Dedicated personal HD VC systems** | None; funding not available | Not planned | Personal HD Webcams and Mics on order; no dedicated Polycom HD units planned; hub funded | None | None |
| **Tier 2 Managed ISP (estimated 2x50Mbps) Internet Connection** | Load balanced 30Mpbs primary & 10Mbps secondary planned; funding not allocated | Local ISP at 150Mbps currently, planned to increase to 200Mpbs; not managed; relocation funds available | Not managed; load-balanced 25Mbps primary and 15Mbps over fiber in place; funded by hub | Not managed; Primary ISP link at 20Mpbs; secondary planned for 2015; funding in place | Not managed; no funding available to upgrade to 2x50Mbps |
| **Dedicated connections from Regional Hub to 2 residences** | Not planned | Not planned | Not planned/in place | None | None; no funding available |
| **ICT Box with High Availability configuration (core networking infrastructure)** | Rbx funded One ICT Box ($150k) expected delivery end of March | Deployed; funded by relocation funds | Planned for 2016 deployment; funding not clear | Deployed and in operation; funded by hub/relocation funds | Planned deployment in 2017; no funding identified yet |
| **Cisco IP Telephony – Hardware, Software, Operations Support** | Included in One ICT Box scheduled for delivery at end of March | Cisco VOIP with softphones and WiFi phones in use; funded by relocation funds | Cisco IPT deployed; funded by the hub | Cisco IPT deployed; in pilot phase | None; not planned |
| **Upgraded cabling Infrastructure to support up to 200 devices** | Procurement underway and anticipated engagement in April; Rbx funded | Completed and office is optimized for WiFi; funded by relocation funds | Meraki Wireless Access Point on order; planned deployment 2Q2015; Meraki POE Switches planned for deployment in 2Q2015; Cabling infrastructure to be upgraded as part of office renovations; funding not identified | Up to date cabling infrastructure in place; hub funded | Not planned |
| **24x7 Managed Audio/Video concierge service** | Not planned | Not in place | No plans | No plans; no funding allocated | Not planned |
| **24x7 Managed Local Infrastructure Services** | Not planned | Not in place | No plans | No plans; no funding allocated | Not planned |

Green - Components already funded and implemented.

**Funding Gap (One Time Cost in thousands US$) to meet recommended setup**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Estimated Cost US$ (‘000)** | **Amman/RBAS** | **Addis/RBA** | **Bangkok/RBAP** | **Istanbul/RBEC** | **Panama City/RBLAC** |
| **Room based Polycom HD VC, Audio Conf,& SmartBoard Display** | 100 | 12 | 12 | 12 | 12 | 85 |
| **Dedicated personal HD VC systems** | 10 | 10 | 10 | 10 | 10 | 10 |
| **Tier 2 Managed ISP (estimated 2x50Mbps) Internet Connection** | 50 | 50 | 50 | 50 | 50 | 50 |
| **ICT Box with High Availability configuration (core networking infrastructure)** | 160 | 0 | 0 | 160 | 0 | 160 |
| **Cisco IP Telephony – Hardware, Software, Operations Support** | 120 | 0 | 0 | 0 | 0 | 120 |
| **Upgraded cabling Infrastructure to support up to 200 devices** | 100 | 0 | 0 | 100 | 0 | 100 |
| **Professional Services (Implementation)** | 100 | 50 | 0 | 50 | 50 | 100 |
| **Total OTC** | 640K | 122 | 72 | 382 | 122 | 625 |

**Total OTC GAP: $1.323M**

**Green – components already funded and in place**