Consultancy to UN-HABITAT on implementing organizational reform
13-26 September 2011

Project team:
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Nairobi, 26 September 2011

Consultancy objectives

• Support UN-HABITAT in developing
  – Change management strategy
  – Implementation action plan to identify staff responsible for actions, deadlines, milestones, deliverables, etc.

• Ensure coordination of reform initiative with UNHQ and compliance with Secretariat rules and regulations
Change management process

• Consultations with
  – Executive Director
  – Spokesperson
  – UNON
  – OCSS/UNHQ
• Conducted workshops
• Facilitated validation session with senior managers
• Briefed the open-ended contact group
• Supported the skills inventory update
• Established a communication feedback loop throughout the process (oneUN-Habitat email, suggestion box, intranet updates)

Participatory Workshops

• Conducted eight interactive workshops:
  – Change Strategy (1)
  – Administration (3)
  – Project methodology (2)
  – Personnel (1)
  – Reporting (1)
• Broad Participation
  – Global and regional
  – D, P and G staff
  – Divisions/Offices: PSD, OED, MRD, Human Settlements Financing Division, RTCD, Global Division
I would consider the project successful, if…..

- Staff say that there is value to their role in a project
- Staff share experience with colleagues in a positive way
- Field personnel say systems are more efficient/responsive
- I see staff constantly self-evaluating their contribution
- Staff volunteer for flexible teams
- Staff say that more resources are available as a result of this reform
- I see people collaborating across Habitat on projects
- Staff say I am happy that my contribution is recognized
- Staff consistently fill in their time sheet
- Staff using system to generate reports and referring data in meetings
- Economist article or DFID evaluation determine that Habitat is results oriented

Key results

- Identified areas necessitating organizational cultural change
- Developed mitigation strategies to address stated challenges and concerns
- Developed prioritized, comprehensive implementation action plan

<table>
<thead>
<tr>
<th>Task</th>
<th>Assigned to</th>
<th>Task Manager</th>
<th>Deadline</th>
<th>Deliverable</th>
<th>Status</th>
<th>Comments</th>
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<tbody>
<tr>
<td>17 – Design policy for cost saving measures</td>
<td>Module: Ramesh</td>
<td>Anil</td>
<td>December 2011</td>
<td>Policy</td>
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<tr>
<td>18 – Identify actual cost centres</td>
<td>Module: Ramesh</td>
<td>Anil</td>
<td>December 2011</td>
<td>Report</td>
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<td>19 – Develop the supporting procedures</td>
<td>Module: Ramesh</td>
<td>Anil</td>
<td>December 2012</td>
<td>Procedures</td>
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Way forward

Next steps
• ED review and approval of plan
• Kick off meetings to layout project plan
• Project schedule to include weekly status meetings
• J. Mioch to lead the implementation
• Ongoing remote support from P Woolf/UNHQ

Expectations of senior managers
• Fulfill role as change leaders
• Brief and discuss with staff on updates and details
• Monitor progress of project plan for respective area of responsibility

Key messages
• Reform will be a reality as of 1 January 2012
• Implementation of both cultural and process change is essential; but you are not alone
• Action plan will be our roadmap for the next three months
• Key ingredients for successful transition
  – Flexibility
  – Teamwork
  – Feedback