

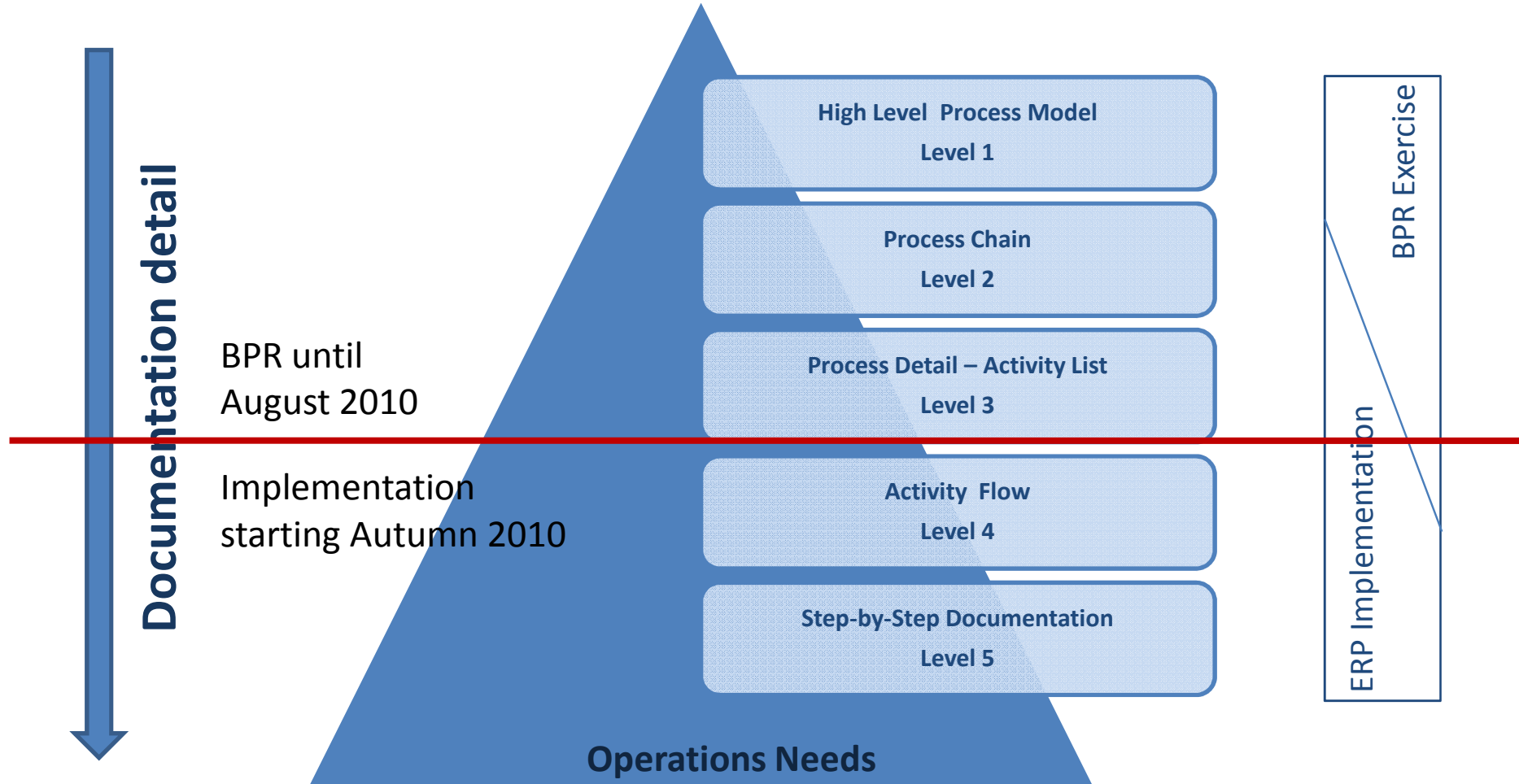


Business Process Redesign (BPR) Levels 1 to 3

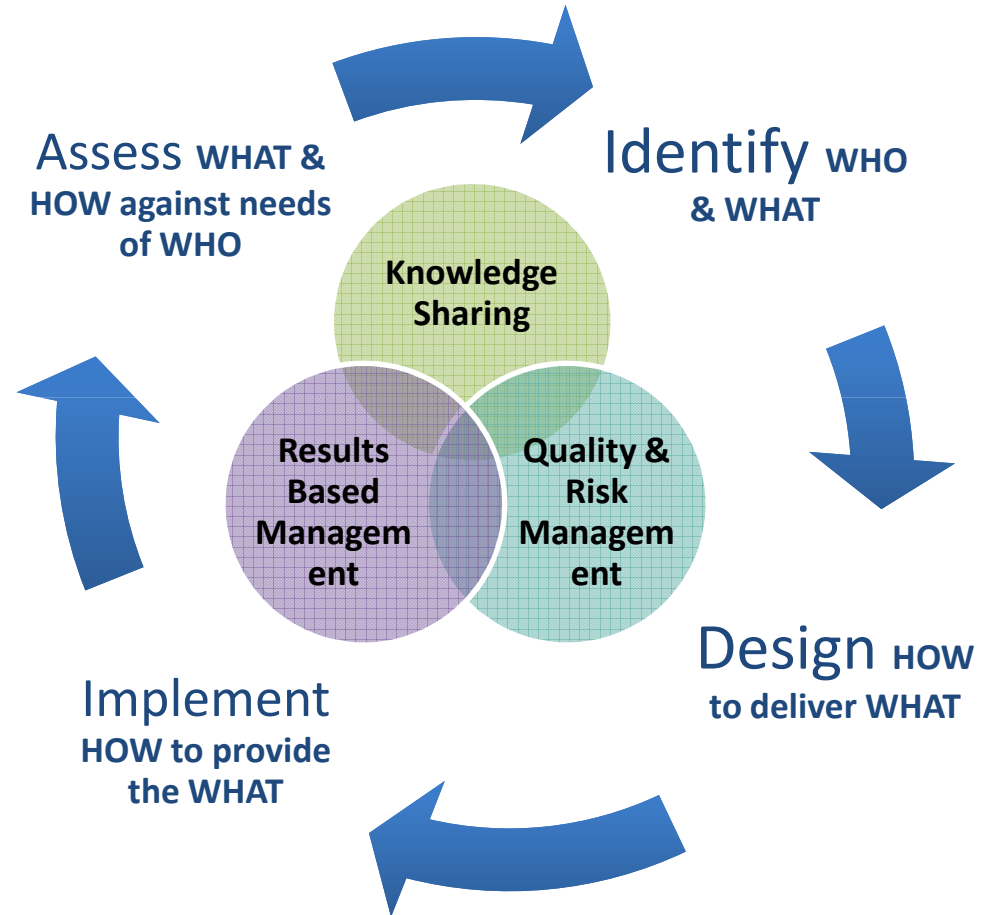
19 August 2010

High-Level BPR Process model

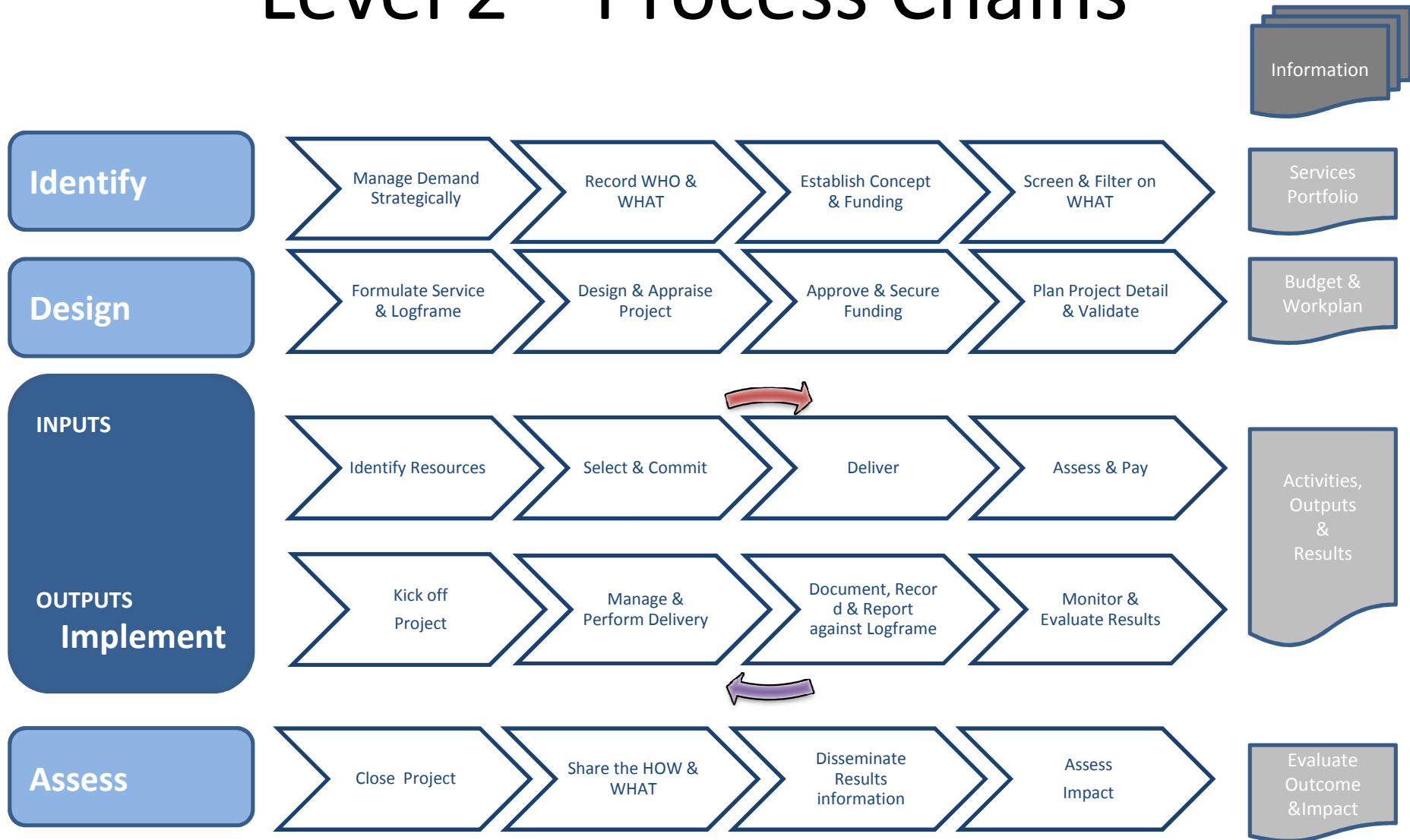
Delivery Model (Level 0)



Level 1 – UNIDO Core Business Processes



Level 2 – Process Chains



Level 2 – Process Chain Descriptions

Identify and Design

Identify

This process includes the thematic research, collection and management of strategic demands on UNIDO to deliver its services and organizational risk assessment. This includes the mandatory systematic capturing and documenting of who requests UNIDO's services such as member states, donors, country requirements. From these high-level requests a concept must be prepared and this will be screened and filtered against the organizational services provided. This leads to the Authority to Design. The objective from the process chain is to capture and report on all those interested in UNIDO's services in the form of a Contact Management system, a services portfolio is the major information produced.

Design

This process includes the formulation of projects or services using the logical framework (LogFrame) approach. This defines the budget, risks, inputs, activities, outputs and expected outcome of the project or service, after which the technical approval is established. The next stage, is to design an online standard proposal that includes the project or service implementation modality, baselines, adherence with fiduciary standards and reporting requirements – this will be reviewed and appraised. The project or service will then be internally approved leading to donor acceptance and funds secured for the proposal. A detailed work-plan needs to be completed covering the resources required, timeframes, risk tracking, monitoring plan etc. This will include interaction with the various project stakeholders both internal and external. The major output of this process will be a project proposal including a detailed budget and work-plan adhering to RBM principles leading to an authority to start the implementation process.

Level 2 – Process Chain Descriptions

Implement

Implement

The implementation process involves project managers and their line management, support services at headquarters, field offices and various other actors. It consists of two sub-processes *Inputs* and *Outputs* that run in parallel and interact with each other: the management of inputs and resources towards the delivery of project outputs and the steering of this delivery process towards the delivery of higher level results (outcomes and impact). The reference basis of both sub-processes is the previously established LogFrame.

Inputs:

This sub-process includes identifying, managing, assessing and payment of the external resources (people, equipment or services) that are required to produce the planned outputs within the given timeframe and budget.

Outputs:

This sub-process includes the setting-up of the project infrastructure and the management of external resources and UNIDO field delivery staff in line with the approved work-plan. It applies RBM principles for continuous monitoring, periodic self-evaluation, risk assessment, corrective action and reporting to the various parties in the required formats. By ensuring that delivery is in line with the needs of UNIDO partners and takes into account their absorption capacity and changing boundary conditions, this sub-process lays the foundation for the achievement of the higher level project results (outcomes and impact). Independent project evaluations as required by and in line with the evaluation policy are also part of this sub-process.

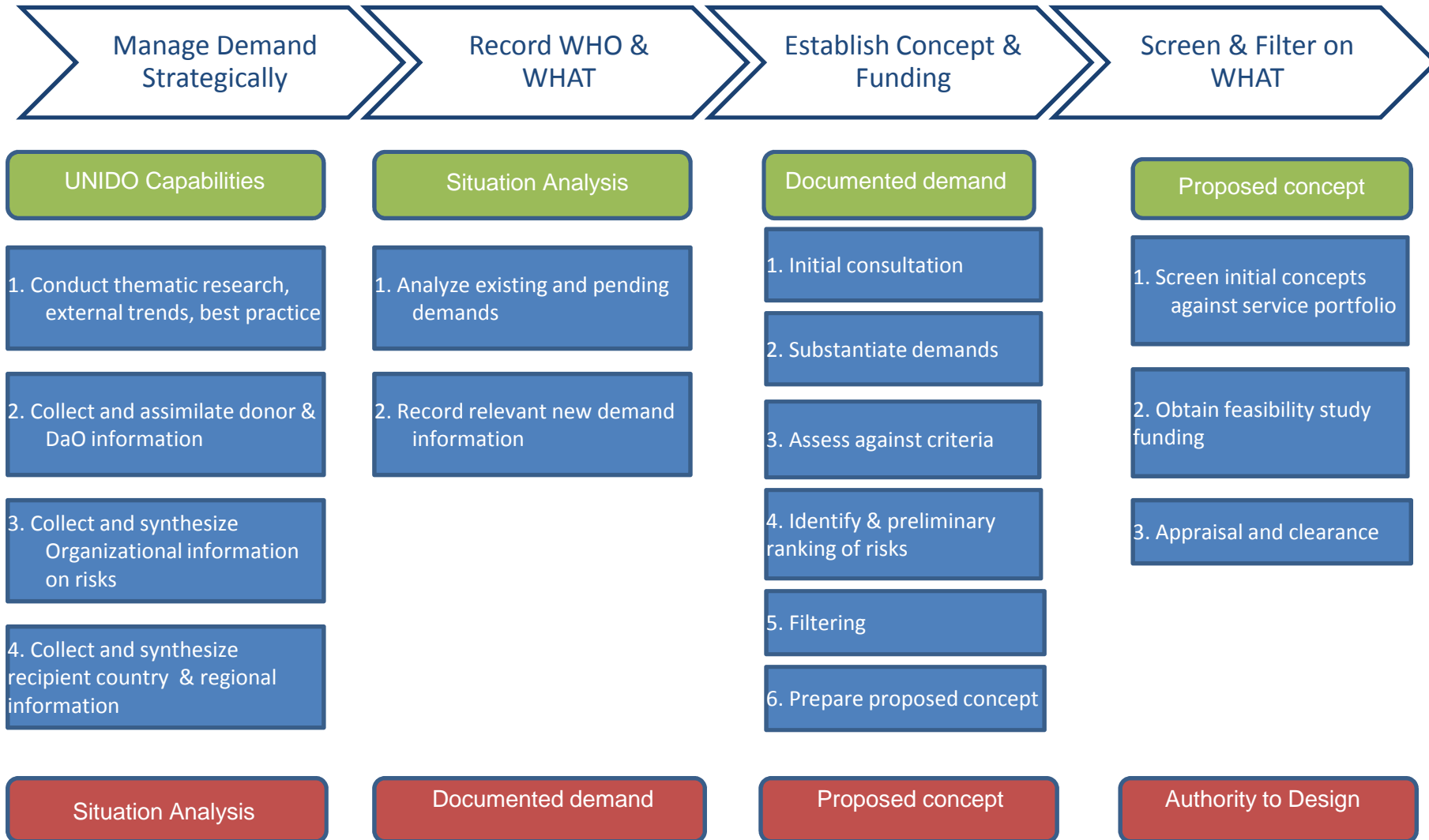
Level 2 – Process Chain Descriptions

Assess

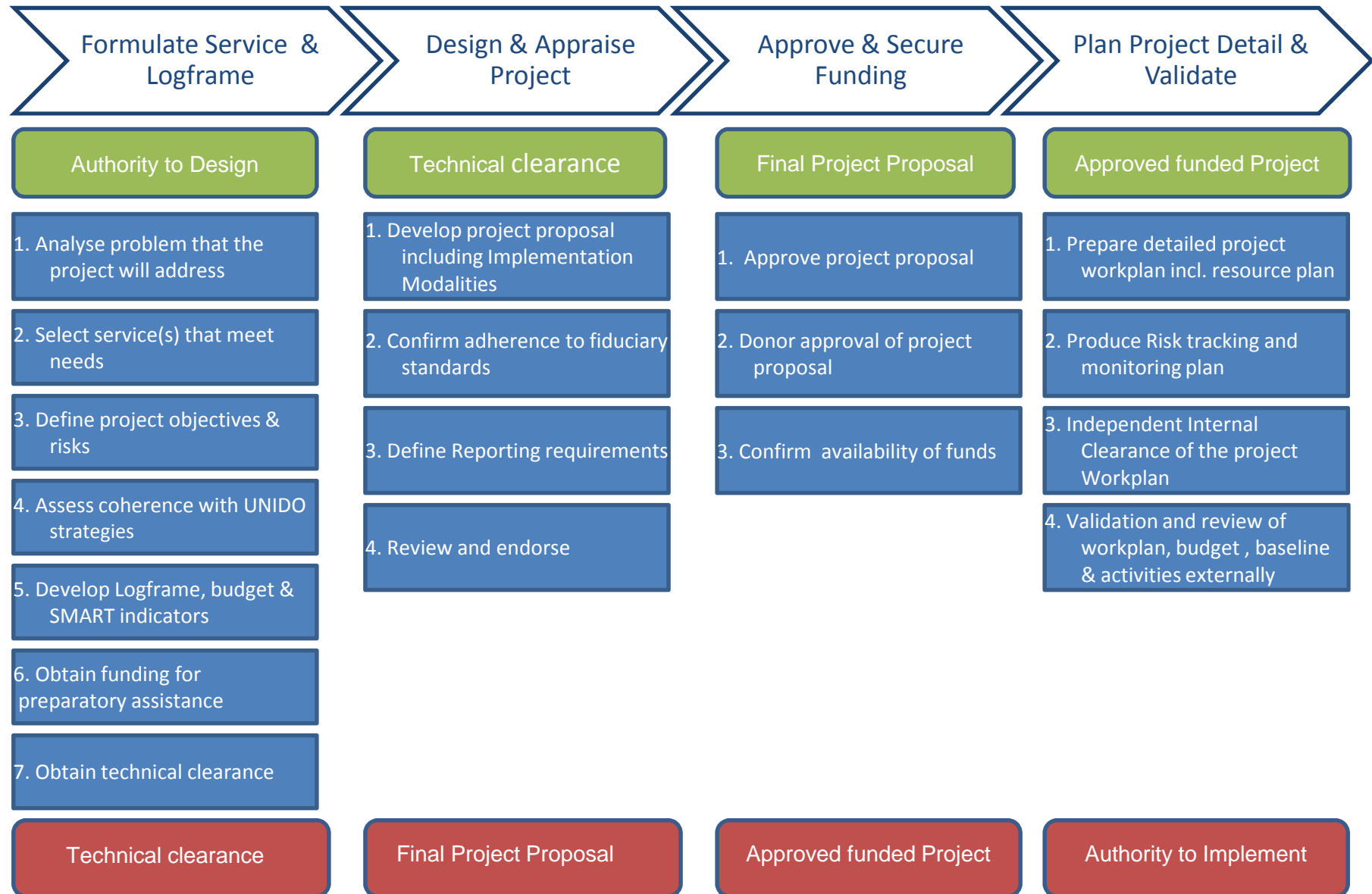
Assess

The assessment process covers the handover of the project to the recipient, its formal closure, the systematic analysis of the information that has been electronically captured throughout the entire project life cycle and a final assessment to what extent outcomes have been achieved and how the services have been delivered against what was requested by stakeholders. Impact assessments will be conducted on groups of TC projects and related activities, at country, regional, global or thematic levels. The information gathered under this process will be shared internally, feed into the “Identify” process and published externally through various means.

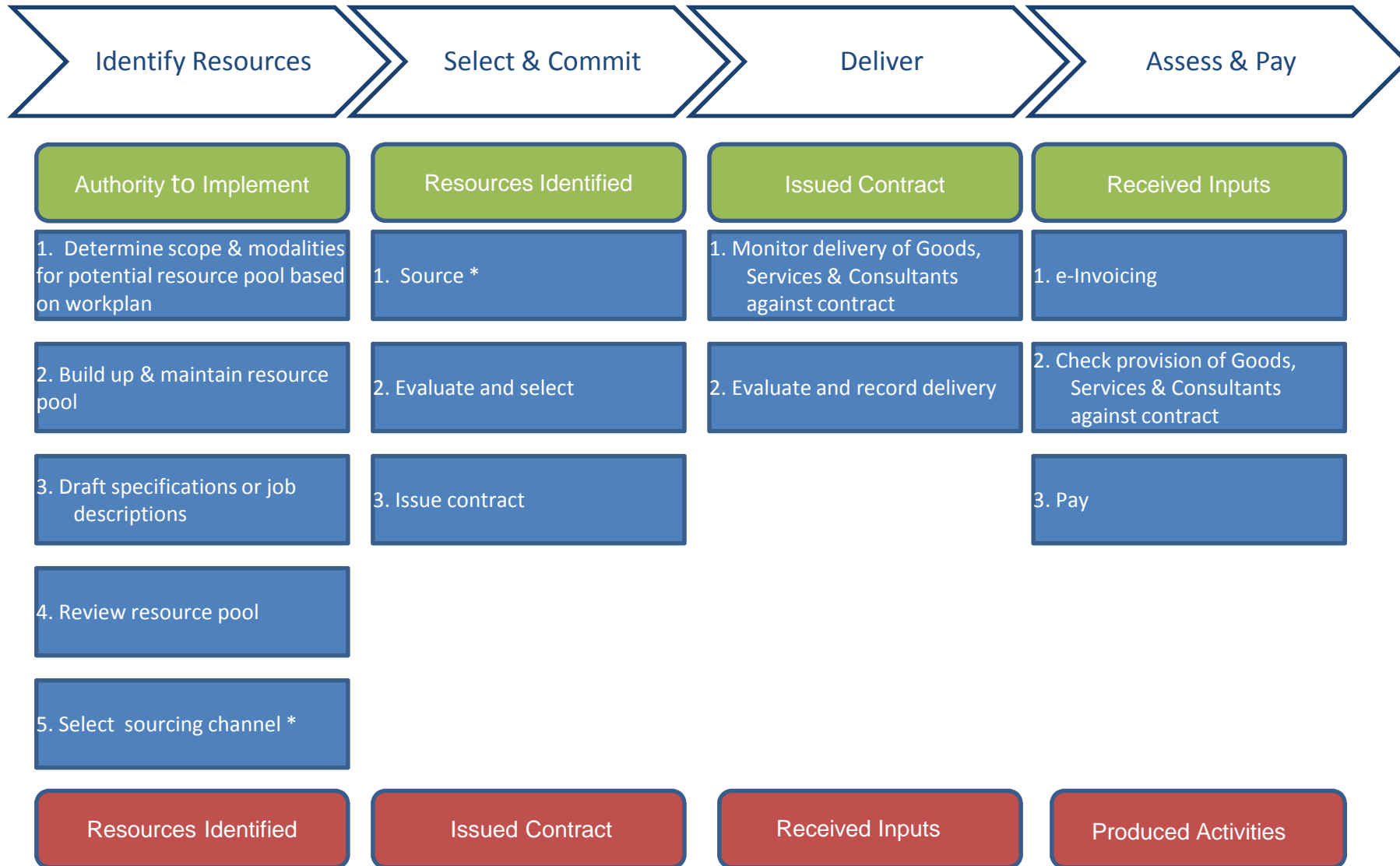
Level 3 – Process Activity List: Identify



Level 3 – Process Activity List: Design

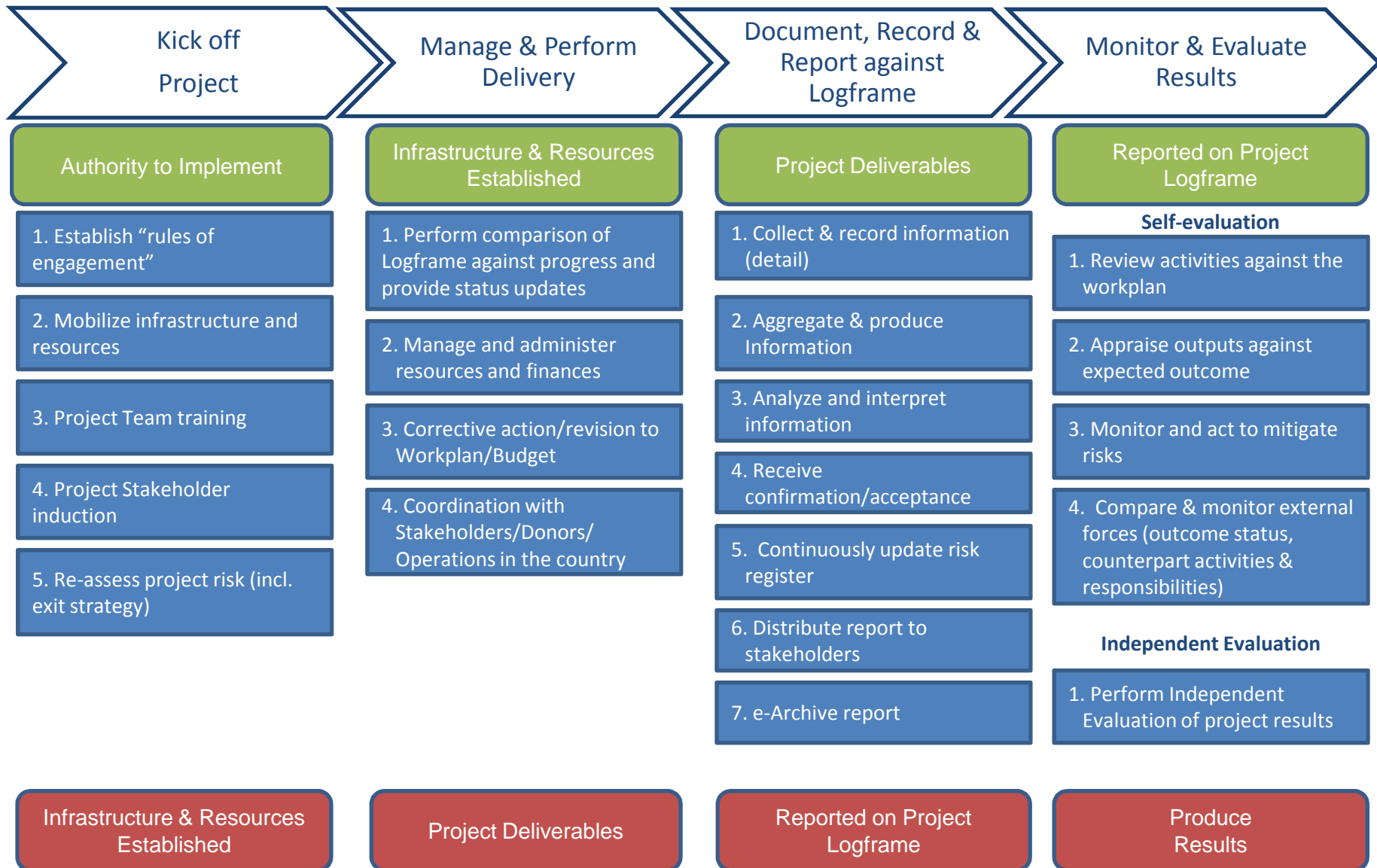


Level 3 – Process Activity List: Implement Input



* (i) Framework Agreements (ii) ONE UN Instruments (iii) Short-listing/prequalification
(iv) National v international execution (v) Purchasing cards

Level 3 – Process Activity List: Implement Output



Level 3 – Process Activity List: Assess

