

**UN-HABITAT GETTING READY**

**INTRODUCTORY BRIEF**

October 2018

**Important Note**

1. Umoja Extension 2 (UE2) is mainly a project management tool unlike the Umoja 1 that was mainly focused on financials; hence, Project Managers have key roles in UE2.
2. Portfolio and Project Management (PPM) module of UE 2 is a non-financial module for project planning, review, implementation and monitoring.
3. Roll-out/Implementation go-live date for PPM is currently communicated by New York as end of October/ early November 2018.
4. UN-Habitat will implement the PPM module on a phased approach. Part implementation will be effective from go-live date of October/November 2018; and full implementation will be effective from 1 January 2020 with the launch of the 2020-2025 Strategic Plan and Work Programme 2020.

Why a phased approach?

UN-Habitat does not have relevant policy and guidelines and its Project Managers and Programme Managers are not currently required to systematically undertake the below project management tasks and these are the main actions in PPM, hence, the current capacity in-house is either limited or non-existence depending on individual Project Manager:

* + Prepare Capacity Planning
	+ Resource allocation
	+ Sequence activities
	+ Estimate and allocate activity resources
	+ Estimate activity duration
	+ Allocate time to projects cycle phases (as required in the Phase and Decision Points levels)
1. Implementation of PPM will affect only new projects from go-live date. We recommend that UN-Habitat should not migrate existing projects or programmes. Migration can be planned for 2020 when PPM is adopted fully.
2. New project refers to project or programme with new grant(s), that is; any new contribution agreement signed for the creation of new M1 or SI grant in Umoja shall be treated as new grant and the logframe will need to be entered in UE 2 SMA and PPM. Any existing multi-year grant that is receiving additional tranches of funds will not be treated as new grant. This is because there is already an M1 or S1 grant existing. Other grant in the system will remain the way they are.
3. There will be no training manual developed or provided by New York. NY has requested Nairobi duty station to support the creation of training manual for PPM (extra-budgetary projects) for the whole Secretariat. UN-Habitat, UNON and UNEP are collaborating to develop this training manual; UN-Habitat and UNEP will provide content and UNON will support with design. Each Agency may in addition develop its own job-aid that reflects its specific practices to supports its staff members.
4. There is no expectation of Trainers from New York to Nairobi (nor via VCT) to train Agencies staff. Agencies are responsible to organize and train their own staff. However, The Umoja Extension 2 team in New York have been providing requested support to Agencies and UN-Habitat has benefitted; we had a video call with the UE 2 team in September and we continue to communicate with them as necessary to support smooth and effective roll-out.
5. UN-Habitat PPM Training Strategy
	1. Constraints
* Limited time, human and financial resources.
* There are only four staff members as Core PPM Trainers; and all four have added the UE 2 role to their existing workload. Apart from the PPM lead who is currently working 40% on UE2, the other three colleagues though very keen and committed, all of whom are project paid have other conflicting priorities that demand their attention, hence have been able to work 10% on UE 2 (this is expected to increase to about 50% during the weeks of ToT training).
	1. Methodology
		1. Training of Trainers (ToT) approach has been adopted
		2. There are four HQ Core Trainers
		3. Each Branch, Division and Regional Office will designate its main Trainers. Trainers can be any number from 2 to 10 depending on the size of the branch/region/division and should comprise Project Managers and Project Assistants/Project Management Assistants that supports Project Management with administratively (including with PAAS)
		4. The HQ Core team will train the branch/regional/divisional Trainers who will subsequently cascade the training to their colleagues (end users) accordingly
		5. Training strategy for each Branch, Region and Division will be developed by the respective Trainers in discussion with the HQ Core Trainers
		6. The pace and ability of a Branch/Region/Division to go-live on UE2, is dependent on its designated Trainers; hence, it is very important that Trainers are selected with this in mind. The Trainers availability and capacity to cascade what he/she has learnt is important
		7. Most staff members (including consultants) are expected to be trained (these should include: Project Managers, Senior/Human Settlement Officers, Project Administrators, Programme Management Officers, Programme Management Assistants, Project Assistants, Branch Coordinators, Regional Directors, Divisional Directors, and other colleagues with stakeholder interest in project management
		8. Although most staff and consultants are expected to be trained, the User mapping will be based on specific tasks that will be performed by the related staff member or consultant
		9. There are three categories of users in PPM: Project Management Planner, Project Management Administrator and Project Management Viewer
		10. Please see annex C for the UE 2 PPM user categories with details of tasks to be performed by each, including the staff/consultants proposed for mapping to each category
		11. Please see annex A for Terms of Reference of ToT trainers and List of Trainers
		12. Please see annex B for preparatory plan, timeline and status.
1. For control purposes and to ensure integrity of the content of UE 2, it is recommended that the Project Document Approving Officers, that is, the Go/No Go Approving Officers in the new Project design approval process are designated as the SMA approver of project logframes within the established thresholds of the Go/No Go approval. Alternates are proposed to be designated in the case of UE 2 SMA approver.
2. Also for control purposes, project Logframes will be entered in PPM after PAG approval is obtained and the SMA Approving Officer will be required to request for related PAG minute and evidence of a ‘Go Approval’.
3. New practices of developing/preparing Logframes and WBS will need to be adopted.
4. New practice of recording grants will be necessary. For example, Project should equal Project in the real terms and not the funding source/donor (currently, a grant is created as project; hence, a project but with multiple donors is created as ‘multiple projects’ to match the number of donors/grants.
5. The current functionality to develop Work Breakdown Structure (WBS) newly in Umoja Project System will be disabled, hence, requiring that all projects and programmes enters first through SMA.
6. The roles of Programme Management Officer (PMOs) remains unchanged as regards to Project System (PS).
7. Whilst the PMOs do not have specific tasks in SMA and PPM, their role as financial and administrative advisers to the Project Managers is very important, particularly when the Project Manager is developing his/her WBS.
8. In preparation for the full adoption of PPM in 2020, Project Management training (or certification) will need to be conducted for all Project Managers and Programme Managers

Why Project Management training?

* + PPM promotes best practice project management approach; the training will equip the Project Managers who are not with the knowledge and prepare them with the skills required.
1. Also in preparation for the full adoption of PPM in 2020, necessary Policy documents and Standard Operating Procedures (SoPs) will need to be developed to initiate change of practices and processes to facilitate the full implementation of PPM in 2020 and training conducted as may be deemed necessary. An action plan should be developed.

**Highlight of PPM**



1. PPM is SAP’s Portfolio and Project Management solution.
2. PPM is one of the modules within UE2; others are: Strategic Management Application (SMA), Grantor Management (Implementing Partners - IPs), Budget Planning and Consolidation (BPC), Fund Raising (FR) and Project System (PS). Project System is part of UE 1 and will not change.
3. PPM will not replace Project System (PS); the two applications will be used together. PPM will integrate with PS to create Work Breakdown Structures that serve as account assignment elements and will make the project available for budget formulation in BPC.
4. According to SAP best practices, PPM is utilized for operative project management. This includes focusing on project phases and related tasks as well as the resources and their capacity to complete these on time. PPM will be used for operational project management to plan, schedule and staff project activities based on an existing project log-frames.
5. UE 2, is expected to have the functionality to attach/upload project documents.
6. PPM Release 1 (aka PPM Lite) will not include any financial planning capabilities; all project-related financial planning will be performed in BPC.

**A Glimpse into the system**



* The Project Logical Framework will be created and maintained in the SMA. This will include Objective, Outcome, Outputs and Activities in a hierarchical structure.
* Once a project log-frame has been created and approved in the Strategy Management Application (SMA), the envisioned integration is pushing the log-frame structure into PPM to create a Portfolio Item and matching project in PPM.
* The WBS elements function as the matching cost collector with coding block references to support project accounting.
* The current design of the SMA to PPM integration focuses on substantive, non-capital projects.
* All capital projects could be created directly in PPM without specifying a project log-frame in the Strategy Management Application (SMA).
* Every project that is initiated in PPM will be replicated to PS automatically based on a status setting.
* The Logframe created in SMA forms the WBS depending on option selected to Push either one or 3 levels of the Logframe to PPM and subsequently to PS. Hence, Project Managers must consider: the nature of the project, how project will be implemented, and the donor reporting requirement before designing its WBS and Logframe and making the choice of how many levels to Push to PPM and PS.

**ANNEX A – TERMS OF REFERENCE OF TOT TRAINERS AND LIST OF TRAINERS**

**Terms of Reference of Branch/Regional Trainers:**

1. The trainers will be part of the UE 2 team;
2. Support further testing of the Umoja 2 system;
3. Review draft training manuals and job aids and provide comments to enhance it as deemed necessary;
4. Contribute to development of training strategy – advice on best strategy for ROAP;
5. Train colleagues within your region (after being trained as Trainers);
6. Serve as support/service desk to ROAP colleagues during and post roll-out/deployment.

**List of ToT Trainers**

**HQ Core Trainers**

1. Modupe Adebanjo (Agency PPM lead)
2. Asia Adam
3. Margaret Swalleh
4. Teresa Kagonia

**ULLG Trainers**

1. Gianluca Crispi (focal point)
2. Delilah Miriti

**UPD Trainers**

1. Rizwan Kasmani (focal point)
2. Sebastian Lange

**UE Trainers**

1. Hazel Kuria (focal point)
2. Joyce David
3. Anne Kuria

**UBS Trainers**

1. Pireh Otieno (focal point)
2. Teresa Kagonia

**HSU Trainers**

1. Ana Cubillo Arias (focal point)
2. Christophe Lalande
3. Helen Musoke

**RRR Trainers**

1. Misato Dilley (focal point)

**RCD Trainers**

1. Joel Jere (focal point)
2. Mary Dibo

**ROAS Trainers**

1. Ayoub Mebrahtu (focal point)
2. Erfan Ali
3. Tarek Abdel Morem
4. Margaret Swalleh

**ROLAC Trainers**

1. No trainer has been designated

**ROAF Trainers**

1. Mutinta (focal point)
2. Philip Kiarie
3. Additional trainers TBC

**ROAP Trainers**

1. Hasyim Hasyim (focal point)
2. Bernhard Barth
3. Pura Abdullah
4. Lars Stordal
5. Cris Rollo
6. Bijay Karmacharya
7. Padma Joshi
8. Sunita Pradhan
9. Salem Karimzada
10. Daniel Samuel
11. Shabnan Basiri

**Europe Trainers**

1. TBC (focal point)

**MOD Trainers**

1. TBC (focal point)
2. TBC

**ERD Trainers**

1. TBC (focal point)
2. TBC

**PDCO Trainers**

1. TBC (focal point)

**ANNEX B – ROLL-OUT PREPARATORY PLAN, TIMELINE AND STATUS**

1. **Prior to August 27: System testing**

UN-Habitat participated in User Verification Testing as per New York instructions. (**Status** – Completed)

1. **August 27 – 31:** **Understanding UE 2 and PPM. Identifying HQ Core Trainers**

HQ Core Trainers once identified familiarizes with UE 2 and PPM (**Status** – Completed)

1. **September 1 – 30:** **Suitability Testing**

HQ Core Trainers test UE 2 PPM for suitability to UN-Habitat using UN-Habitat projects; and subsequently have video call and correspondences with New York UE 2 team on expectations, clarification, support etc… (**Status** – Completed)

1. **October 1 – 5:** **Familiarization**

Onboard trainers and give them access to the UE 2 system for them to familiarize themselves with it by testing the systems with their own projects. Trainers will do this at their own time and provide feedback at a set deadline of COB Thursday 4 October. (**Status** – Completed, except Trainers for ERD, MOD and PD)

1. **October 8 – 12:** **Feedback and Preparatory Support**

Discuss training strategy/approach for each region and HQ; discuss observations highlighted during testing; comment on draft training manual/guide developed jointly by UN-Habitat, UNEP and UNON, and enhance it. We will share drafts and give certain deadline dates and trainers will review the document at their own time, consult within their region and feedback by the set deadline. (**Status** – completed feedback session with all except ROAF and ROLAC due to non availability; and ERD, MOD and PD because not yet on board. Also, training manual not yet available for discussion)

1. **October 15 – 19: Submission of User mapping list and Open week for makeup and continued support.**

Provide continued feedback and support to branch/regional/divisional trainers on request. Conduct feedback and preparatory support session to offices that missed the October 8 -12 sessions. (**Status** – Ongoing)

1. **October 22 – 31: Advance ToT commences**

Commence training of trainers in advance as a proactive measure in preparation for the UE 2 PPM roll-out date. This will be done through video conference/Skype call for regional offices and face to face for branches and divisions. In addition to training on UE 2 PPM, the training will include introduction to the concept of Work Breakdown Structure as a project management tool as against strictly financial which is the current practice. WBS is an important element of PPM. (**Status** – Note yet due to start)

The training of trainers date is scheduled for one and half week for the whole of UN-Habitat. About 4 hours maximum with each region/branch/division is anticipated and planned. The best date and time for each region/branch/division will be agreed with the regional/branch/divisional trainers.

1. **November 1 – 16: End User Training and Develop FAQs and make available**

All Trainers begin to deploy and cascade training. Trainers organize and cascade training within their region/branch as they deemed best (in discussion with the HQ Core Trainers). ToT method may also be adopted, whereby, the Trainers train group of other colleagues within their respective branch/region/division, who then trains others. (**Status** – Not yet due to start)

1. **November 19 onward: Post go-live support**

During the post roll-out period after the training, the branch/regional/divisional Trainers will be on stand-by to support colleagues in their branch/region/division as required. Such may include responding to questions, hand-holding, helping colleagues with logging or navigating the system etc. and the support will be done at a time agreed between the trainer and the staff requesting the support. (**Status** – Not yet due to start)

**ANNEX C – PPM USER MAPPING: CATEGORIES OF USERS AND TASKS**

**Category 1 - Project Management Planner**

Tasks in SMA

* Create and maintain Project Logframes
* Submit Project Logframes for approval and push to create PPM Projects

Tasks in PPM

* Maintain PPM Portfolio Items/Projects and push to PS \*
* Task scheduling and resource assignment in PPM Projects \*

Tasks in PS

* Maintain PS Projects with same access as PP.02 Project Management User \*

\* These PPM/PS tasks can only be performed in a PPM Portfolio Item/Project by the user who replicated it from the corresponding SMA Project Logframe.

\* Proposed staff/consultants for user mapping: Project Managers, Project Management Assistants and Project Assistants that supports Project Managers in administrative tasks (e.g. PAAS etc)

**Category 2 - Project Management Administrator**

Tasks in SMA

* Create and maintain Project Logframes
* Submit Project Logframes for approval and push to create PPM Projects

Tasks in PPM

* Maintain PPM Portfolio Items/Projects and push to PS \*
* Task scheduling and resource assignment in PPM Projects \*
* Create and maintain PPM Collections and move PPM Portfolio Items within Entity

Tasks in PS

* Maintain PS Projects with same access as PP.02 Project Management User \*

\* These PPM/PS tasks can be performed in all PPM Portfolio Items/Projects belonging to the Entity that the user has access to.

\* Proposed staff/consultants for user mapping: Regional Directors, Branch Coordinators, Branch Unit Leaders, SHSO, HSO (managing portfolios or country), Country Programme Managers, Divisional Directors

**Category 3 - Project Management Viewer**

* Read-only access to Portfolio and Project Management (PPM)
* View PPM Portfolio Items
* View PPM Projects
* View PPM Buckets and Collections

\* Proposed staff/consultants for user mapping: Regional Directors, Divisional Directors, Branch Coordinators, Branch Unit Leaders, SHSO, HSO, Country Programme Managers, Programme Management Officers, Programme Management Assistants, OED (ED, DED, COS, Legal Officer).

This category can be assigned to any staff or consultant as maybe deemed required by reporting officer.

**Category 4 – SMA Approver**

* Approve project logframes in SMA (including changes to logframes)

\* Proposed staff/consultants for user mapping: Regional Directors with 2 alternates each, Divisional Directors with 2 alternates each, and Branch Coordinators with 2 alternates each (depending on the size of the Branch).

For control purposes and to ensure integrity of the content of UE 2, it is recommended that the Project Document Approving Officers, that is, the Go/No Go Approving Officers in the new Project design approval process are designated as the SMA approver of project logframes within the established thresholds of the Go/No Go approval. Alternates are proposed to be designated in the case of UE 2 SMA approver.