Integrated Work Planning

1. The annual planning process starts with the preparation of an Annual Business Plan (ABP) which establishes corporate annual priorities to achieve the results established in the Strategic Plan. ABP priorities cascade to all parts of the organization through the Integrated Work Plans (IWP) through a two-phased approach:
   • First, Central Bureaux, Regional Bureaux and other HQ Units (Group 1) will establish their IWP in response to the ABP; and,
   • Second, COs and BMS and BERA subunits (Group 2) will complete their IWP in response to the priorities set by their respective Bureaux.

2. All business units should use the IWP platform in the corporate planning system to develop their annual work plans. The seven steps in the IWP will guide each unit in formulating its annual plan (see also the Guidance note on IWP).
   • Step 1 – Context and priorities
   • Step 2 – Outputs/Result areas and Enabling Actions
   • Step 3 – Resources
   • Step 4 – People Planning (PMD)
   • Step 5 – Risk Register
   • Step 6 – Support Request
   • Step 7 – Approval

3. In preparation of the IWP, Group 1 units are expected to ensure the appropriate level of consultation with their subsidiary units, while country offices are expected to ensure the appropriate level of consultations with national counterparts and local development partners.

Relevant Policies
   Strategic Plan 2014-2017
   UNDP Annual Business Plan (ABP) 2016

4. Risk Management Policy [this should be replaced with the new risk policy, but I could not locate it in the system]

Overall
Step 1: Context and priorities Results Oriented Annual Report (ROAR) of previous year

- Unit Scorecard (not yet available)
- Evaluations (Evaluations Resource Centre)
- Audit (CARDS)
- Global Staff Survey
- Partner Survey
- Products and Services Survey

Step 2: Outputs/Result areas and Enabling Actions

- AWPs/CPAP Review and report of the previous year
- Standard Progress Reports of the previous year (do we still have this or shall we mention the ROAR again here?)
- UNDAF Review and Report of the previous year
- AWPs and completed AWP monitoring tools

Step 3: Resources Executive

- Snapshot
- Financial Data Quality Dashboard
  [More references for this section will be available while the better planning & budgeting initiative will be launched]

Step 4: People Planning (PMD)


Step 5: Risk Register

- Insert here a link to the risk policy, currently not available in the intranet, as far as I know

Step 6: Support Requests

- COSMOS features and information

Step 7: Approval

- To ensure that each unit will be able to submit the IWP for approval, the unit’s management profiles should be up to date in Argus

Deliverables

6. Unit work plan
Roles and Responsibilities

7. The overall responsibility for formulating a work plan resides with the head of each business unit. Group 1 units play an important role in interpreting and understanding the implications of corporate strategic priorities and results as formulated in the ABP for their area / region or responsibility, and in guiding subsidiary units and COs in developing their IWPs. At the same time, experience and performance reviews at central, regional and country-level will serve as essential inputs into the preparation of future Annual Business Plans, thus ensuring a steady flow of data, analysis and ideas from the ‘bottom-up’ and ‘top-down’.

8. Every unit is accountable for developing clear results and monitoring and reporting on progress based on available evidence. The approval and quality assurance of the IWPs resides with oversight bureaux.

Additional Info and Tools

Handbook on Planning, Monitoring and Evaluating for Development Results