

Structural and Management Change

**Summary
June 2007**

Objectives of Change

- More efficient processes
- A leaner Headquarters
- Support functions closer to point of delivery
- Administrative services where they are most efficient and cost-effective

Outposting

Process

16 April: Final results of feasibility study presented to stakeholder group by PwC

25 April: Report presented to ExCom Members

End-April: Discussions with shortlisted Governments commenced

29 May: Staff comments on PwC report received

12 June: Decision on outposting taken and outposting location announced

13 June: First meeting of Outposting Implementation Task Force under DHC Chairmanship

Post Reductions

Anticipated impact of outposting on staffing at HQ

Division	Proposed Posts	Revised Posts	P/G
DHRM	90	76	16/60
DFAM	39	30	7/23
DOS (SMS)	18	16	8/8
DIST (IT Support)	9	7	5/2
Total	156	129	36/93

Affected Services

Division	Service/Section	Yes/No
DFAM	Finance Section	Yes
	Budget Section	No
	Treasury	Yes
DHRM	Personnel Admin & Payroll	Yes
	Staff Development Section	No
	Staff Welfare Section	No
	Recruitment & Posting Section	Yes
	Medical Services	No
DOS	Supply Management Service	Yes
DIST	Business Solutions/MSRP	Yes

Timeline

2007							2008											
06	07	08	09	10	11	12	01	02	03	04	05	06	07	08	09	10	11	12
Headquarters Outposting Implementation Taskforce and Implementation Teams																		
			Centre Management															
							DHRM: PAPS 1											
							DHRM: RPS											
									DFAM: Finance									
									DFAM: Treasury									
									DHRM: PAPS 2									
									DOS: SMS									
												DHRM: PAPS 3 (Payroll)						

Measure to Support Staff

The following measures have been foreseen to mitigate impact on staff:

- Strengthened career and transition counselling
- Voluntary separation package
- Facilitated movement of GS staff into international professional category
- Guarantee of local recruitment in Budapest
- Enhanced termination indemnities
- Active support with job search

Costs and Savings

Anticipated cost benefit of outposting

Savings range:	1st 5 years (cumulative)	USD 15.6 mln
	Annual (after 1st 5 yrs)	USD 9.6 mln
Additional cash requirement:	2007 / 2008	USD 11.2 mln

Strengthening SMS

Savings	
Anticipated savings from strengthening SMS in Budapest, rather than Geneva	USD 1.3 mln
Anticipated savings from strengthening Supply Chain Management	USD 20-22 mln

Decentralization and Regionalization

Objectives

The Terms of Reference of the Structural and Management Change Process state that UNHCR should seek to identify areas that will benefit from decentralization, so as to:

- maximize the resources the organization has available to support its beneficiaries in the Field
- bring decision-making and support as close as possible to the point of delivery

Regional Models

- **Model A: Regional Office** – under a formal arrangement, covering countries where there is no UNHCR presence or where presence is limited to a National Officer, UNV, Honorary Liaison or consultant with no UNHCR office.
- **Model B: Regional Office** – under a formal arrangement, covering countries where there is a UNHCR presence, e.g., a UNHCR Representative or a UNHCR National Office.
- **Model C: Regional Coordinator** – under an informal arrangement (i.e., internal UNHCR only) covering countries where there is a UNHCR Representative.
- **Model D: Situational Coordinator** – under an informal and temporary arrangement, coordinating countries (within a situation) where there is a UNHCR Representative.

Current Situation

Current regional structures and stand alone operations are as follows:

Region	Regional Office	Regional Coordinator	Situational Coordinator	Regional Hub	Stand Alone
Africa	4	0	3	2	26
Americas	4	0	0	1	6
Asia	5	0	0	1	16
Europe	6	0	0	0	16
MENA	1	0	1	2	7
Total	20	0	4	6	71

[Link](#)

“End State”

As per current planning (i.e., subject to further review), Bureaux project the following regional platforms:

Region	Regional Office	Regional Coordinator	Situational Coordinator	Regional Hub	Stand Alone
Africa	5	0	4	0	4
Americas	7	0	0	2	2
Asia	4	1	1	0	1
Europe	4	2	0	0	2
MENA	1	1	1	2	3
Total	21	4	6	4	12

2007 vs. 2010:

- from 30 to 35 Regional Platforms (including Regional Hubs)
- from 71 to 12 Stand Alone Operations

[Link](#)

Staffing Capacity

Regional platforms will be capacitated by:

- **Decentralization:** Functions that can be redeployed from Headquarters to the Field
- **Streamlining:** Post reductions at HQ and in country offices folded under regional platforms
- **Offsets:** Redeployments or offsets of posts already existing within the regions (e.g., absorption of Regional Hubs into Regional Offices)

Next Steps

- Further define accountabilities of regional platforms as well as related roles and reporting lines, particularly in relation to protection.
- Further define the functional profiles and required capacities of regional platforms (including ToRs of regional platforms and Job Descriptions of regional posts).
- Further develop tools and mechanisms required to support regionalization.
- Further assess potential to eliminate duplication and address issues of replication.
- Further review potential for cross Divisional rationalization of functions at Headquarters.

Headquarters

HQ Combined Reductions

Outposting, decentralization and streamlining would yield a **23 per cent** reduction of Headquarters as follows:

Division	D	P	G	Total
DOS*		-11		-11
DIPS*		-8	-2	-10
DIST	-1	-24	-6	-31
Bureaux**		-16	-8	-24
Sub total	-1	-59	-16	-76
Outposting		-36	-93	-129
Total	-1	-95	-109	-205

* Includes JPOs

** Includes 4 Snr Legal Advisors

Processes

Resource Allocation Framework

Maximum delegation of authority to Bureaux and Field

- More flexibility to reallocate between Ops, ABOD and staff costs and to redeploy, create, discontinue and modify posts

Clear accountability at Headquarters

- Programme content: Bureaux, and AHC(O) in close cooperation with AHC(P)
- Financing of Operations: DFAM, DHC and Budget Committee

Small Budget Committee replacing ORB

- DHC, Controller and Director DER

Annual Programme Review

- Operations, Bureaux, DOS reviewed by AHC(O)
- DER, DFSM, DHRM & DIST reviewed by DHC

Emergency Funding Facility

- Allocations approved by AHC(O)
- Financial replenishment managed by DHC/Budget Committee

Staffing

Objectives

- **Align workforce policies and strategies with organizational needs**
- **Develop a more rigorous approach to management assessment**
- **Introduce an annual Global Staff Survey as a diagnostic and accountability tool**

Progress

- Revised fast track posting procedures (**Feb 2007**)
- Gender policy issued (**March 2007**)
- Global Staff Survey implemented in Nov/Dec 2006 and analyzed (**Jan 2007**)
- Design of Management Assessment Programme (**underway**)
- Methodological preparation for workforce alignment commenced (**underway**)

Next Steps

- Develop action plans on the basis of Global Staff Survey results **(mid-2007)**
- Launch pilot of the Management Assessment Programme **(mid-2007)**
- Align global numbers of staff with numbers of posts **2007 – 2008**

Ongoing

Work in Progress

- Policy on implementing arrangements
- Workforce composition
- Appointments, posting and promotions
- Budget structure