

A background photograph of several young children, likely of East Asian descent, looking towards the camera. The child in the foreground is a young girl with dark hair, wearing a red shawl over a yellow shirt. Behind her are other children, including a boy in a white t-shirt with a red heart and yellow stars, and a girl in a pink shirt. The image is slightly out of focus, emphasizing the text overlaid on it.

Effectiveness and Efficiency (E&E)

HQ Functions Self-assessment

Off-site Workshop

Agreements Reached

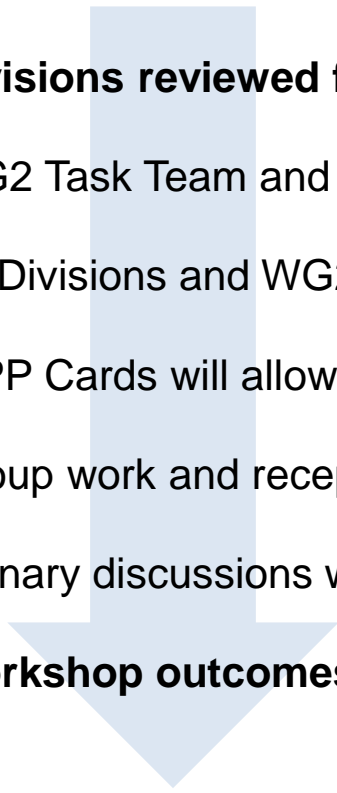
May 1-2, 2013

Table of Contents

1. Workshop approach
2. Agreements reached on common proposals
3. Brainstormed ideas in addition to common proposals
4. Distribution of proposals by agreement and convener

Workshop Approach

Workshop Approach

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- **Divisions reviewed functions and submitted E&E proposals**
 - WG2 Task Team and PwC synthesized common proposals to focus discussions
 - Divisions and WG2 to review all proposals, including those not discussed at workshop
 - VIPP Cards will allow Divisions to add E&E proposals to discussion
 - Group work and reception to facilitate agreement across Divisions
 - Plenary discussions will arrive at HQ-wide agreements, prioritization, and convener
 - **Workshop outcomes are agreements on common proposals**

Organization of Agreements on Common Proposals

Green

- “Quick win” with significant agreement
- Next steps coordinated by Director-level convener
- For June 24 GMT Workshop: Refine proposal to request in-depth options/impact analysis
- For September GMT: Feedback options and impact analysis for ED decision-making

Red

- Disagreement or minimal agreement
- Next steps coordinated by DED-level convener
- For June 24 GMT Workshop: Flag disagreement and make recommendation on whether to continue discussions on issues

Yellow

- General agreement, but disagreement on details
- Next steps coordinated by Director-level convener
- For June 24 GMT Workshop: Refine proposal and propose action plan for in-depth review of disagreements
- For September GMT: Feedback resolution of disagreement and request in-depth options and impact analysis

Working Group 1 (WG1)

- Proposal or issue is not within the scope of WG2 work on HQ functions issue, but rather within scope of WG1 scope on streamlining business process and improving transaction efficiency
- Transactions may involve establishing shared services center(s)

Approach to Logging Agreements from Plenary Discussion

Proposal	5. Agreement Reached (Color)	6. Importance and Priority	7. Convener (and collaborators)	8. Timeline and Next Steps
1.				
2.				
3.				
4.				
5.				

- **Green** “Quick win;” Significant agreement
- **Yellow:** General agreement
- **Red:** Disagreement or minimal agreement
- **Parking lot:** Issue raised for later discussion

- Convening Division to lead and work with collaborating Divisions to execute next steps
- Green and yellow conveners are Division Directors; Red are DEDs

Agreements Reached on Common Proposals

Agreements on Common Proposals (1 of 10)

Proposal	5. Agreement Reached (Color)	6. Importance and Priority	7. Convener (and collaborators)	8. Timeline and Next Steps
Operations				
1. Consolidate HQ procurement (e.g., supplies, consultants, service contracts, etc.)	Yellow	Medium	Shanelle Hall, Director, SD	<ul style="list-style-type: none"> Jun 24 GMT: Action plan for in-depth analysis Sep GMT: Output of analysis and options analysis request
2. Centralize administrative services (e.g., travel, recruitment , payroll, clerical, etc.)	Refer to WG1	TBD by WG1	WG1	<ul style="list-style-type: none"> TBD by WG1 Note: Recruitment moved to proposal #12
3. Centralize VISION vendor and bank master data management in order to minimize errors fraud risk	Refer to WG1	TBD by WG1	WG1	<ul style="list-style-type: none"> TBD by WG1
4. Invest immediately in transaction business continuity for COs (Haiti Earthquake lessons learned)	Green	High	Hamish Young, Director, FSCU	<ul style="list-style-type: none"> Jun 24 GMT: Refined proposal to move into options design Sep GMT: Options design completed

Agreements on Common Proposals (2 of 10)

Proposal	5. Agreement Reached (Color)	6. Importance and Priority	7. Convener (and collaborators)	8. Timeline and Next Steps
Corporate Planning and Decision-making				
5a. Systematize corporate decision-making for strategy and resource alignment	Green	High	Three DEDs (Single Convener TBD)	<ul style="list-style-type: none"> Jun 24 GMT: Refined proposal to start options design Sep GMT: Options design completed
5b. Principles and process for core and non-core resource allocation	Red	High	Yoka Brandt DED, External Relations	<ul style="list-style-type: none"> Jun 24 GMT: Formulate next draft of proposal, workplan Sep GMT: Refined proposal to start options design

Agreements on Common Proposals (3 of 10)

Proposal	5. Agreement Reached (Color)	6. Importance and Priority	7. Convener (and collaborators)	8. Timeline and Next Steps
Information Sharing and Management				
6. Establish a corporate tacit knowledge sharing strategy to amplify collaboration and thought leadership	Green	High	Jeff O'Mally, Director, DPS (with Geeta Rao Gupta, DED, Programmes)	<ul style="list-style-type: none"> Jun 24 GMT: Refined proposal for Dalberg study action planning Sep GMT: Action plans completed
7. Use modern systems for document archiving, strengthening institutional memory	Green	Medium	Eimar Barr, Director, CMO	<ul style="list-style-type: none"> Jun 24 GMT: Refined proposal to start options design Sep GMT: Options design completed
8. Systematize information flow to/from OED via greater forecasting, quality assurance, feedback	Green	High	Cynthia McCaffrey Chief of Staff, OED	<ul style="list-style-type: none"> Jun 24 GMT: Proposed options

Agreements on Common Proposals (4 of 10)

Proposal	5. Agreement Reached (Color)	6. Importance and Priority	7. Convener (and collaborators)	8. Timeline and Next Steps
Humanitarian Action				
9. Define UNICEF's humanitarian action priorities and align resources and roles to them	Yellow	High	Yoka Brandt, DED, External Relations	<ul style="list-style-type: none"> • Begin discussions with RDs • Link with UNICEF 3.0 • Jun 24 GMT: Workplan to refine proposal with RDs and link with UNICEF 3.0 • Sep GMT: Refined proposal to start options design • Q4 2013: Options design completed
10. Clarify and strengthen surge support roles, planning, and capacity for humanitarian assistance in emergencies	Green	High	Ted Chaiban, Director, EMOPS	<ul style="list-style-type: none"> • Jun 24 GMT: Refined proposal to start options design • Sep GMT: Options design completed

Agreements on Common Proposals (5 of 10)

Proposal	5. Agreement Reached (Color)	6. Importance and Priority	7. Convener (and collaborators)	8. Timeline and Next Steps
Technical Collaboration with Programmes				
11. Update division of labor and tools for Field technical support and guidance, quality assurance, and global collaboration	Yellow	High	Geeta Rao Gupta, DED, Programmes, collaborating with senior colleagues	<ul style="list-style-type: none"> • Jun 24 GMT: Revised proposal begin options design (working with RDs) • Sep GMT: Options design completed

Agreements on Common Proposals (6 of 10)

Proposal	5. Agreement Reached (Color)	6. Importance and Priority	7. Convener (and collaborators)	8. Timeline and Next Steps
Staff Development				
12. Consolidate and invest in recruitment, talent management to train, develop, care for, and retain world-class professionals	Yellow (Some parts Green)	High	Martin Mogwanja, DED, Management	<ul style="list-style-type: none"> • Jun 24 GMT: Workplan and report on initial discussions on refining proposal • Sep GMT: Refined proposal to start options design

Agreements on Common Proposals (7 of 10)

Proposal	5. Agreement Reached (Color)	6. Importance and Priority	7. Convener (and collaborators)	8. Timeline and Next Steps
Fundraising and Contribution Management				
13. Establish fundraising strategy and division of labor to adapt to the changing donor landscape and to take a “portfolio approach”	Yellow	High	Yoka Brandt DED, External Relations (working with RDs)	<ul style="list-style-type: none"> • Jun 24 GMT: Revised proposal begin options design (working with RDs) • Sep GMT: Options design completed
14. Create of a vertically-integrated contribution management unit to streamline donor reporting and cash management	Yellow	Medium	TBD between Yoka Brandt DED, External Relations and Martin Mogwanja, DED, Management	<ul style="list-style-type: none"> • Revise and take into account PARMO and PFP ongoing reviews • Jun 24 GMT: Revised proposal begin options design • Sep GMT: Options design completed

Agreements on Common Proposals (8 of 10)

Proposal	5. Agreement Reached (Color)	6. Importance and Priority	7. Convener (and collaborators)	8. Timeline and Next Steps
Communications, Brand, and Advocacy				
15. Articulate an integrated communications, brand, and advocacy strategy to harmonize roles and plans across the organization	Yellow	High	Yoka Brandt DED, External Relations	<ul style="list-style-type: none"> • Jun 24 GMT: Workplan and report on initial discussions (with Programmes) on refining proposal • Sep GMT: Refined proposal to start options design • Q4 2013: Options design completed
16. Clarify communications collaboration models and workflows to integrate plans and improve consistency of messaging	Yellow	Medium	Paloma Escudero, Director, DOC	<ul style="list-style-type: none"> • Jun 24 GMT: Workplan and report on initial discussions (with Programmes) on refining proposal • Sep GMT: Refined proposal to start options design • Q4 2013: Options design completed

Agreements on Common Proposals (9 of 10)

Proposal	5. Agreement Reached (Color)	6. Importance and Priority	7. Convener (and collaborators)	8. Timeline and Next Steps
Information and Communications Technology (ICT)				
17. Relocate parts of applications development and maintenance (ADM) to lower cost locations with better proximity to solution shaping for field impact	Green	Medium	Stefan Zutt, CIO and ITSS Director	<ul style="list-style-type: none"> Jun 24 GMT: Propose next steps for options analysis Sep GMT: Review options analysis
18. Remodel ICT infrastructure to improve services, adopting Cloud computing and enabling a new dimension of global agility	Green	High	Stefan Zutt, CIO and ITSS Director	<ul style="list-style-type: none"> Jun 24 GMT: Propose next steps for options analysis Sep GMT: Review options analysis
19. Relocate parts of customer services (e.g., Service Desk) to lower cost UNICEF locations	Green	Medium	Stefan Zutt, CIO and ITSS Director	<ul style="list-style-type: none"> Jun 24 GMT: Propose next steps for options analysis Sep GMT: Review options analysis

Agreements on Common Proposals (10 of 10)

Proposal	5. Agreement Reached (Color)	6. Importance and Priority	7. Convener (and collaborators)	8. Timeline and Next Steps
Additional Proposals from Workshop Discussion				
20. Strengthen and improve management practices and behaviors <ul style="list-style-type: none"> Global governance Overall/regional accountabilities Performance management and matrix/multi-sectoral approach 	Red	High	Three DEDs (single convener TBD)	<ul style="list-style-type: none"> Review scope Reconcile with #5 and #11; avoid duplication Jun 24 GMT: Initial review by DEDs and workplan Sep GMT: Revised proposal to start options design Feb 2014: Options design completed

Brainstormed Ideas in Addition to Common Proposals

Brainstormed Ideas in Addition to Proposals

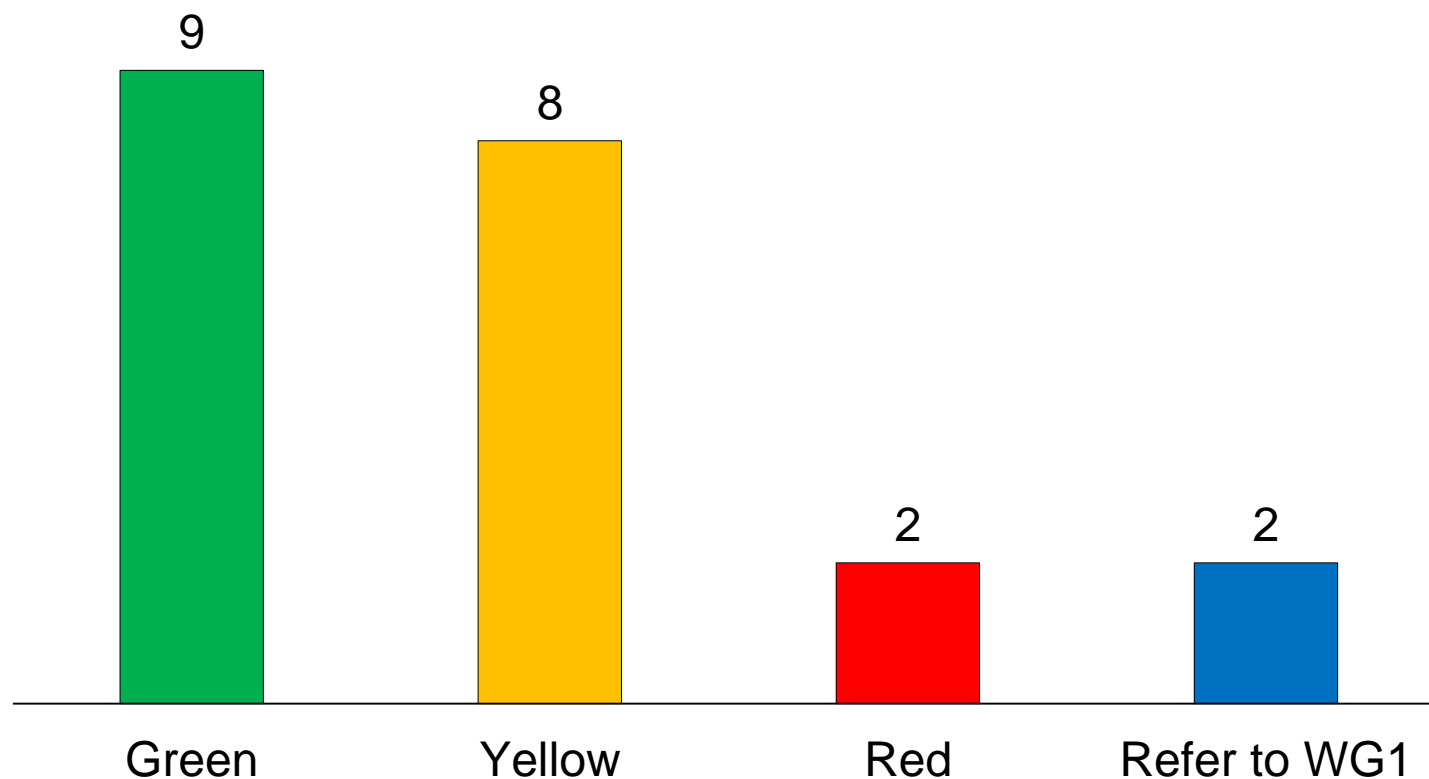
Brainstormed ideas	5. Agreement Reached (Color)	6. Importance and Priority	7. Convener (and collaborators)	Notes
Brainstormed ideas in addition to common proposals				
A. Move CEE/CIS to a more cost-effective and strategic location	Refer to RD for CEE/CIS	TBD by RD, CEE/CIS	RD of CEE/CIS	<ul style="list-style-type: none"> Rationalize division of labor for European engagement
B. Off-shore/out-source AP Payroll, Bank Reconciliation, Accounts and General Ledger	Refer to WG1	TBD by WG1	WG1	<ul style="list-style-type: none"> N/A
C. Assess location of technical assistance (TA) and policy	Refer issues to Proposal #11	TBD by Proposal #11 convener	#11 Proposal Convener: Geeta Rao Gupta, DED, Programmes and senior colleagues	<ul style="list-style-type: none"> Understand basis of idea—is it grounded in cost and/or effectiveness? Idea would require re-architecture of HQ and RO structures Consider both physical decentralization and centralization

Brainstormed ideas in addition to common proposals (cont.)

Proposal	5. Agreement Reached (Color)	6. Importance and Priority	7. Convener (and collaborators)	Notes
Brainstormed ideas in addition to common proposals (cont.)				
D. Move pieces of HQ Divisions (e.g., SMS+EO, OoR+DPS, OSEB+OED, innovation out of OED, IFI partnerships consolidated, etc.)	TBD	TBD	DEDs and Directors to determine how to handle these issues	<ul style="list-style-type: none"> Unit reorganizations are inter-linked, and not all are at the same level
E. Off-shore benefits and entitlements processing	WG2 to review	TBD	TBD	<ul style="list-style-type: none"> DHR proposed a re-engineer the process (not off-shoring of as-is process) Requirements for off-shoring: effective processes and ERMS need to be in place
F. Off-shore or out-source training	WG2 to review	TBD	TBD	<ul style="list-style-type: none"> Not made as a proposal by DHR, but some aspects scored as low risk to move Needs further disaggregation

Distribution of Proposals by Agreement and Convener

Distribution of Agreements ($n = 21$ proposals)



Distribution of Conveners ($n = 21$ proposals)

