

REGIONALIZATION RISKS MITIGATION PLAN

PART I – Risks related to Regionalization Process

Risk	Mitigating action	Timeline	Primary/support responsibility
Project Risks			
Value added of regionalization not clear within the organization	- Development of a position that clearly states: <ul style="list-style-type: none"> o UNFPA’s position on regionalization o Rationale o Expected benefits o Regionalization role within the context of other initiatives to strengthen capacity at the county level 	July 2006	RT/OED
	- Development of messages to be communicated to staff based on position paper	July 2006	RT/OED
	- EC to communicate messages	July 2006	RT/EC
Insufficient attention to analysis, decision and implications of other initiatives to strengthen capacity of COs	- Identification of a task team for other identified initiatives not related to Regionalization (to include budget and workplan)	July 2006	OED
	- Mapping of potential initiatives to strengthen capacity at CO level	December 2006	Task Team
	- Provision of recommendations to ED based on analysis and consultations	December 2006	Task Team
Delays in project implementation due to: <ul style="list-style-type: none"> - Lack of support from Senior Managers - Lack of support from staff - Need to coordinate with other UN agencies - Bottlenecks created by parallel reviews (i.e. TSD, 	- Development of a Regionalization Project Workplan	December 2005	RT
	- Development, together with each interested division, of realistic and comprehensive ad-hoc divisional plans	July 2006	RT/All Divisions/CMC
	- Follow-up and monitoring on Workplans implementation	Continuous	RT/CMC
	- Provision of fora to highlight and anticipate emerging issues	Continuous	RT
	- Constant briefing of ED on emerging issues	Continuous	RT
	- ED to steer process, engage Senior Managers and/or make executive decisions as necessary	Continuous	ED

Risk	Mitigating action	Timeline	Primary/support responsibility
IT systems, etc.) - Priority given by staff and managers to “ongoing” activities and responsibilities over regionalization project activities - Divisions not actually implementing activities necessary to prepare regionalization	- Escalation of issues to Senior Management as necessary	Continuous	RT/CMC
Inadequate quality and thoroughness of regionalization activities due to insufficient time, with implication on managing change	- Monitoring of project achievements and deliverables	Continuous	RT
	- Provision of advice to ED on emerging issues with project deliverables quality and thoroughness	Continuous	RT
	- Revision of project timeline if necessary	Continuous	RT
	- Recruitment of additional staff or consultant(s) if necessary	Continuous	RT
Consultations with other UN agencies not extensive or comprehensive enough to ensure that relevant lessons are taken into account	- Benchmarking to seek clarification on specific issues	Continuous	RT
	- Integration of benchmarking outcomes into analysis and recommendations	Continuous	RT
	- Active participation of RT in UNDG fora and bringing of pertinent issues to Senior Management attention	Continuous	RT/DED-Mgt
Project costs are higher than expected due to number of activities, consultations, reviews and independent external advice needed	- Submission of clear requests for funding by each Division, based on the activities indicated in the Workplan	Continuous	RT/Different divisions
	- Review of requests based on project scope and feasibility	Continuous	RT/DED-Mgt
	- If needed, seeking for guidance by ED on which costs should be charged on the regionalization project budget	As needed	RT
	- Monitoring of project budget	Continuous	RT

Risk	Mitigating action	Timeline	Primary/support responsibility
Executive Board rejects regionalization proposal in January 2007	- Definition of a sound regionalization proposal, in which expected benefits from regionalization outweigh budgeted costs	June 2006	RT/All divisions/ED/EC
	- Targeting of a regionalization option in which increased in costs are justified on the basis of proven gains in effectiveness	End July/ Beg. of August	EC
	- Regular consultations with member states, through ad-hoc meetings and informal sessions	Ongoing	ED/DED/IERD/RT
	- Conduct risk assessment study on the proposed organizational structure	July 2006	DOS/RT
	- Liaison of RT with OED/EBERB to ensure that OED/EBERB is constantly up-to-date on regionalization progress	Continuous	RT/OED/EBERB
Regionalization Preparedness			
Organizational culture is not ready/conducive to change and behaviors do not support regionalization and other changes	- Encouragement of fora for discussion among Senior Management on regionalization and change issues	Continuous	RT/CMC
	- Presence of Regionalization on EC Agenda	Continuous	RT
	- ED's availability to address issue on a one-on-one and collective basis with EC members	Continuous	ED
	- ED to play a proactive role in stimulating discussion/debates	Continuous	ED
	- Organization of regular divisional staff meetings, with OED to ensure that change issues are addressed	Continuous	All units/OED/CMC
	- Provision of training on Leading and Managing Change to Senior and Middle-Management	2 nd half 2006	CMC/All units
	- Organization of a "Change Awareness" session for staff	Fall 2006	CMC/OED
	- Organization of tea/lunch with the ED to encourage staff to voice concerns and ask questions to ED	Continuous	OED
	- Organization of frequent Staff Meetings	Continuous	OED
	- Regular messaging from ED to all staff on change initiatives	Continuous	OED/CMC
Coherence/cohesiveness/synergy among relevant	- Mapping of all ongoing initiatives/ projects	Continuous	OED/CMC
	- Framing of initiatives within the context of the Vision	Continuous	OED/CMC

Risk	Mitigating action	Timeline	Primary/support responsibility
organizational initiatives/ projects	- Ensuring ongoing follow-up/monitoring and coordination for coherence and alignment	Continuous	OED/CMC
	- RPMs and GPPMs as opportunities to communicate with staff	Continuous	OED/SPO/CMC
	- Ongoing communication on change management initiatives	Continuous	OED/CMC
Human resources do not match required profiles	- Definition of clear TORs for new Divisions, Units and posts	TBD based on TF workplan	DHR/HR Task Force
	- Current staff skills and performance assessment to understand skills and capabilities available	TBD based on TF workplan	DHR/HR Task Force
	- Job design	TBD based on TF workplan	DHR/HR Task Force
	- Finalization of post profiles	TBD based on TF workplan	DHR/HR Task Force
	- Job classification	TBD based on TF workplan	DHR/HR Task Force
	- Definition of clear guidelines to fill posts	TBD based on TF workplan	DHR/HR Task Force
	- Competency based matching exercise (or job fair)	TBD based on TF workplan	DHR/HR Task Force
	- Definition of clear policies to facilitate staffing of HQ and ROs (rotation, separation, staffing)	TBD based on TF workplan	DHR/HR Task Force
	- Development of strategy to coordinate all HR policies	TBD based on TF workplan	DHR/HR Task Force
	- Separation of resources who do not have the right skills and/or performance level	TBD based on TF workplan	DHR/HR Task Force
Poor management of separation process	- Provision of adequate career management and staff counseling services	TBD based on TF workplan	DHR/HR Task Force
	- Provision of career skills workshops	TBD based on TF workplan	DHR

Risk	Mitigating action	Timeline	Primary/support responsibility
	- Development of an adequate separation package, consistent with UN rules and regulation, staff well-being and financial resources available given number of staff members to be separated	TBD based on TF workplan	DHR
	- Liaison with staff council	TBD based on TF workplan	DHR/HR Task Force
	- Strengthening of legal services for HR issues	TBD based on TF workplan	DHR
	- Implementation of a rigorous approach to fill posts during transition period (and not hiring external candidates at this time)	TBD based on TF workplan	DHR/HR Task Force
	- Development and implementation plan for a good transition of CSTs and IP-related staff	TBD based on TF workplan	DHR/HR Task Force
Loss of existing talent and difficulty in finding new one or strengthening current resources	- Provision of adequate career management and staff counseling services	TBD based on TF workplan	DHR
	- Provision of career skills workshops	TBD based on TF workplan	DHR/ HR Task Force
	- Provision to attractive opportunities to highly skilled and performing staff	TBD based on TF workplan	DHR/ HR Task Force
	- Development and implementation of a timely recruitment plan for Technical Experts	TBD based on TF workplan	DHR/HR Task Force/ TSD
	- Establishing a set of criteria for staff reassignment that include a scheme of preferences of staff member (based on professional and personal considerations)	TBD based on TF workplan	DHR/ HR Task Force
	- Review and approval of the establishment of HQ programme-funded positions and extensions of programme-funded posts	Continuous	Post-Establishment Committee
	- Establishment of entry level posts (P2s and P3s) in both HQ and the ROs, funded by BSB	July –August 2006	DHR/ RT/ HR Task Force
	- Development of an adequate training plan to redeploy existing resources	TBD based on TF workplan	DHR/ HR Task Force
Delays or difficulty in setting up adequate systems to support	- Timely identification of Atlas and other ICT systems requirements to support processes in the regionalized UNFPA	Continuous	MIS

Risk	Mitigating action	Timeline	Primary/support responsibility
communication processes and knowledge sharing requirements within and between each organizational level and/or location	- Development of a plan to ensure systems are upgraded/modified and necessary equipment bought consistently with the offices roll-out plan	Continuous	MIS
Inadequate premises chosen for the ROs and the SRSOs (\$, location, working conditions)	- Clear identification of premises requirements in terms of sustainable rent, space/other working conditions, location	Continuous	FMU/Facilities Task Force
	- Evaluation of possibility to obtain proposals from host governments and proposals solicitation	Continuous	FMU/Facilities Task Force
	- Thorough on-site missions to complement local expertise in evaluating alternative options	Continuous	FMU/Facilities Task Force
Delays in finding suitable premises for the ROs and the SRSOs	- Formalization of decision on ROs and SRSOs location	July 2006	ED
	- Development of a clear roadmap to ensure timely availability of premises	Continuous	FMU/Facilities Task Force
	- Implementation of defined roadmap	Continuous	FMU/Facilities Task Force
	- Constant monitoring of progress made and escalation to Senior Management, as appropriate, to ensure process is kept on track	Continuous	RT
Poor management of New York premises in generating sub-lease revenues	- Clear planning of number of resources to be relocated	Continuous	FMU/Facilities Task Force
	- Space management to ensure that sub-lease revenues are maximized	Continuous	FMU/Facilities Task Force
	- Clear definition of principles for office space allocation (i.e. type of office space per contract type, level, etc.)	Continuous	FMU/Facilities Task Force
Business Processes Risks			
Disruption of regular activities/ additional workload to perform activities necessary to support regionalization	- Clear and timely planning of activities related to regionalization in the divisional workplans	July 2006	RT/All units
	- Identification of additional workload implied by regionalization-related activities and mid-year review of OMP	July 2006	RT/All units

Risk	Mitigating action	Timeline	Primary/support responsibility
	- Prioritization of needs and activities by senior management to ensure staff efficient time management	July 2006	RT/All units
	- Request for additional support/ capacity (i.e. temporary staff, consultants, etc.) to perform specific activities	July 2006	RT/All units
Anxiety and impact on staff effectiveness and productivity	- Organization of regular divisional staff meetings, with OED to ensure that change issues are addressed	Continuous	All units/OED
	- Activation of a “Career and Staff Counseling” service by DHR, to support staff in identifying potential alternative career opportunities	January 2007	DHR
	- Organization of a “Change Awareness” session for staff	Fall 2006	CMC/OED
	- Factoring of a potential reduction in staff productivity in planning activities	Continuous	All divisions
Disruption of regular operations due to “logistics”/ actual move	- Adoption of a phased approach in the operationalization of the Regional Offices, to ensure smoother transition	2008	RT/Task Forces
	- Development of a detail logistical and contingency plan to support programme delivery, with clear operational requirements	End of 2006	Affected unit/Task Forces/RT
	- Implementation of the defined plan	Continuous	All units
	- Constant monitoring of progress made and escalation to Senior Management, as appropriate, to avoid disruption	Continuous	RT/Task Forces
Financial Risks			
High costs related to activities indirectly related to regionalization, but not directly charged on regionalization project budget	- Timely identification of all activities (i.e. TSD review) not charged on regionalization project budget but indirectly related to regionalization	Continuous	CMC/RT/All units
	- Review of activities to understand which ones are strictly necessary	Continuous	CMC/RT/Interested units
	- Identification of the most cost-effective option to perform these activities	Continuous	CMC/DMS/RT/Interested units

Risk	Mitigating action	Timeline	Primary/support responsibility
High one-time costs of regionalization (separation, relocation, facilities set-up, etc.)	- Identification of all one-time costs associated with regionalization (staff separation, relocation, IT infrastructure upgrade, costs to address change management and behavioral change issues, expenses to sustain regionalization communication strategy, costs for development of a contingency plan, etc.)	Start June 2006 until October 2006	Task Forces/RT/ DMS
	- Exploration of the most- cost effective solution to address issues, without compromising results effectiveness	Start June 2006; Continuous	Task Forces/RT
ACABQ does not endorse the Regionalization proposal due to excessive financial burden	- Involve all relevant division to ensure that as many accurate “hard-data” as possible are collected and use of estimates is limited to a minimum	June – July 2006	DMS/RT
	- Exploration of the most-cost effective alternatives regarding one-time expenses	July – August 2006	DMS/RT
	- Targeting of a regionalization option in which increased costs are justified on the basis of proven gains in effectiveness in the long-run	July – August 2006	ED/EC