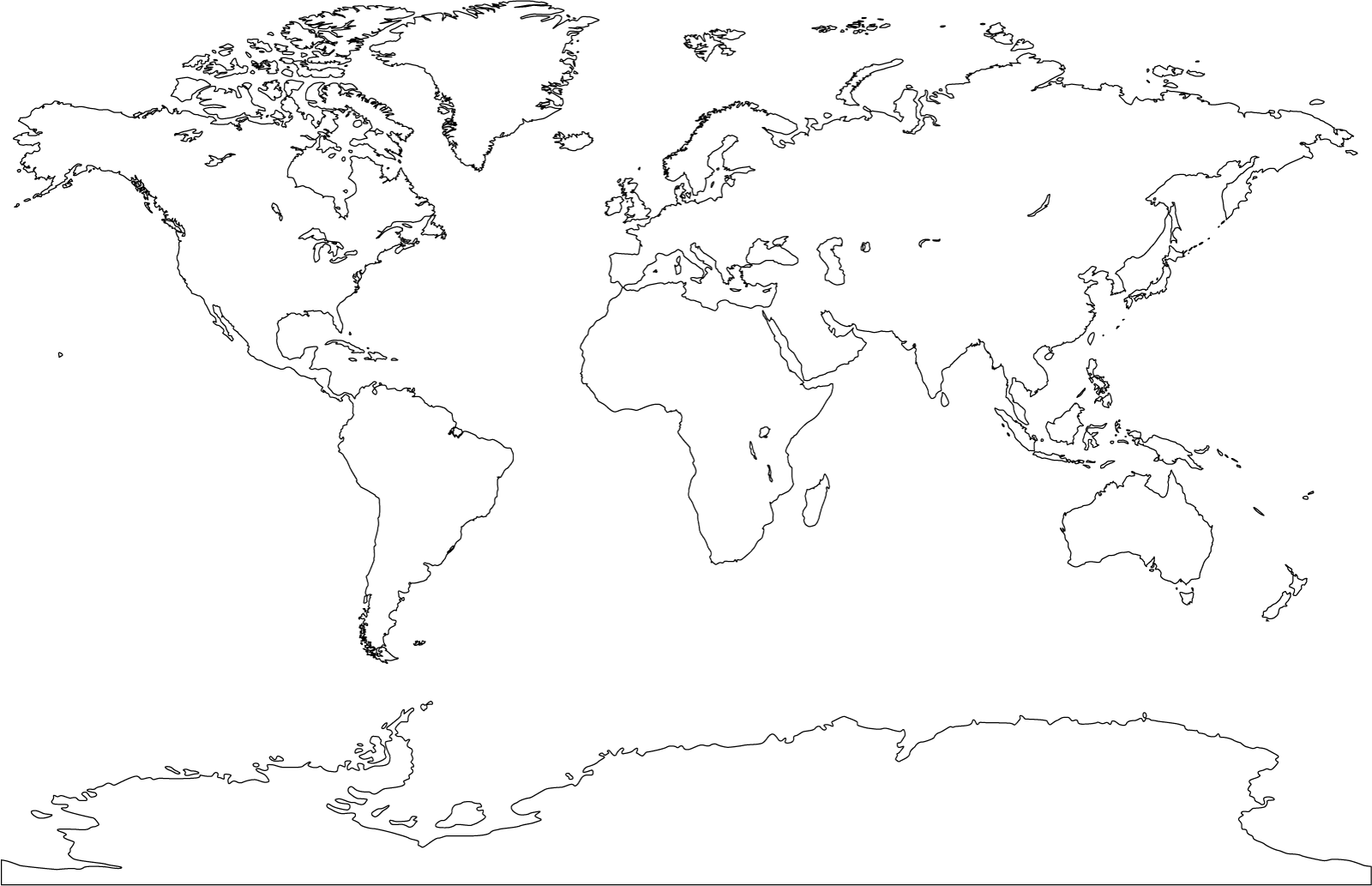
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**Guidance note**

Establishing a UNDP presence outside the Country Office

October 2009

Process sTEPS

Best practices & lessons learned

Tools & templates

***Acknowledgements***

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CONTENTS

[INTRODUCTION 6](#_Toc243135329)

[I. ESTABLISHING A PRESENCE: PROCESS DESCRIPTION AND GUIDANCE 7](#_Toc243135330)

[1. Business case 9](#_Toc243135331)

[1.1 Components 10](#_Toc243135332)

[1.2 Process guidance 21](#_Toc243135333)

[*Step 1: Defining the rationale and strategic vision 22*](#_Toc243135334)

[*Step 2: Designing functions and scope of delegation 23*](#_Toc243135335)

[*Step 3: Developing structures and oversight arrangements 26*](#_Toc243135336)

[*Step 4: Analyzing costs and identifying funding modalities 31*](#_Toc243135337)

[*Step 5: Comparing costs with benefits 34*](#_Toc243135338)

[*Step 6: Assessing risks and defining mitigation measures 38*](#_Toc243135339)

[*Step 7: Developing provisions for closure and exit strategy 40*](#_Toc243135340)

[2. Clearance 42](#_Toc243135341)

[2.1 Components 42](#_Toc243135342)

[2.2 Process guidance 44](#_Toc243135343)

[*Step 1: Carrying out partner and counterpart consultations 46*](#_Toc243135344)

[*Step 2: Approval and security clearance 47*](#_Toc243135345)

[*Step 3: Filing documentation for compliance review 49*](#_Toc243135346)

[3. Set-up process 51](#_Toc243135347)

[3.1 Components 51](#_Toc243135348)

[3.2 Process Guidance 56](#_Toc243135349)

[*Step 1: Planning and Sequencing 56*](#_Toc243135350)

[*Step 2: Managing operations 58*](#_Toc243135351)

[*Step 3: Induction & Training 65*](#_Toc243135352)

[II. MANAGING A DECENTRALISED STRUCTURE 67](#_Toc243135353)

[1. Internal control framework and delegation of authority 67](#_Toc243135354)

[2. Business processes 69](#_Toc243135355)

[3. Management of financial resources at local level 70](#_Toc243135356)

[4. Establishment of guesthouses 72](#_Toc243135357)

[5. Decentralised programme and project management 74](#_Toc243135358)

[6. Internal communications in a decentralized structure 75](#_Toc243135359)

[III. Annex 83](#_Toc243135360)

[A. Links to electronic templates 83](#_Toc243135361)

[01 Business case 83](#_Toc243135362)

[02 Delegation of authority 83](#_Toc243135363)

[03 Exchange of letters with host government 83](#_Toc243135364)

[04 Budget of a presence 83](#_Toc243135365)

[05 Funding model template 83](#_Toc243135366)

[06 Request for Regional Bureau clearance 83](#_Toc243135367)

[07 Request for security clearance letter 83](#_Toc243135368)

[08 Development impact analysis 83](#_Toc243135369)

[09 Financial analysis 83](#_Toc243135370)

[10 Management feasibility analysis 83](#_Toc243135371)

[11 Functional analysis – local presence 83](#_Toc243135372)

[12Table for business process mapping 83](#_Toc243135373)

[13 Business process chart for mapping 83](#_Toc243135374)

[14 Risk analysis matrix 83](#_Toc243135375)

[15 Office closure plan 83](#_Toc243135376)

[16 Operating budget – chart for cost recovery 83](#_Toc243135377)

[17 Procurement plan 83](#_Toc243135378)

[18 XB projection template 83](#_Toc243135379)

[B. Links to reference documents 84](#_Toc243135380)

[00.1 UNDP Policy on the establishment of local presences 84](#_Toc243135381)

[00.2 UNDP POPP content on the establishment of local presences 84](#_Toc243135382)

[01.0 Induction kit UNDP Sudan 84](#_Toc243135383)

[02.0 Weekly Report Field Office Iraq 84](#_Toc243135384)

[03.0 Business case Sudan Kassala sub office 84](#_Toc243135385)

[04.0 Sub office Guide Sudan 84](#_Toc243135386)

[05.0 Sub office Guide Somalia 84](#_Toc243135387)

[06.0 Sub office Guide DR Congo 84](#_Toc243135388)

[07.0 Guidelines for Guesthouses Sudan 84](#_Toc243135389)

[08.0 Policy Guidelines for Guesthouses Darfur 84](#_Toc243135390)

[09.0 UNDP Procurement Business & Risk management strategy Somalia 84](#_Toc243135391)

[09.1 Procurement Risk Log Contracts Somalia 84](#_Toc243135392)

[09.2 Procurement Risk Log Construction works Somalia 84](#_Toc243135393)

[09.3 Procurement Risk management committee TOR Somalia 84](#_Toc243135394)

[10.1 TOR Operations Manager (yet to be finalized) 84](#_Toc243135395)

[10.2 TOR Finance Assistant (yet to be finalized) 84](#_Toc243135396)

[10.3 TOR Head of Office (yet to be finalized) 84](#_Toc243135397)

[10.4 TOR Programme Specialist (yet to be finalized) 84](#_Toc243135398)

[11.0 OnDemandJob\_Advice\_GLJE 84](#_Toc243135399)

[12.0 Security Risk Assessment Ramadi SO Iraq 84](#_Toc243135400)

# INTRODUCTION

This guidance note builds on the [UNDP policy for the establishment of local presences outside the Country Office](http://managingchange.undp.org/Local_presences/reference%20docs/UNDP_Policy_Local_Presences_Approved.doc). It is part of corporate efforts to support Country Offices in delivering development programmes in difficult circumstances. While it is developed as part of the “UNDP early recovery strategy implementation plan” in recognition of the fact that such contexts often require the establishment of local presences, it applies to all contexts within which UNDP Country Offices are operating. Aimed at Country Office managers that are planning or considering the establishment of a local presence, the objective of the note is to facilitate and speed up related processes. As such, it is complementary to the UNDP policy and [prescriptive content](http://managingchange.undp.org/Local_presences/reference%20docs/00_02_POPP_Local_Presences.doc).

For the sake of consistency, the note is written on the assumption that the ambition is to set up a fully functional local presence in one go as opposed to a more gradual approach. However, most of the principles, tools and templates are also useful if a more staged approach is adopted.

Responding to emergencies and post-crises situations, Country Office managers are required to act quickly and often don’t have time to go through a comprehensive assessment, planning and set-up process. Checklists, tools and templates included in the present note are intended to facilitate such “emergency” set-up of a presence and can be easily adapted to respective contexts. However, the note also provides process guidance for a more consultative and comprehensive review process of the operational architecture and strategic positioning once the presence is up-and-running and the time for fine-tuning has come.

The first section (“Establishing a local presence: Process description and guidance”) provides an overview, tips, tools and templates for the various stages of the set-up process. Sub-chapters are structured into a first part (“Components”) that provides a synthetic overview of the process stage and access to relevant templates, while the second part (“Process guidance”) provides detailed guidance for each step. As such, practitioners can opt to use it as a toolkit and refer to those sections and tools that are helpful to their context, or to use it as process guidance from the initial assessment to the launch of operations. Parts of this section can also be used selectively as guidance for managers who want to review and refine aspects of local presences at any stage of their existence.

The second section (“Managing a decentralized structure”) provides lessons learned and best practices relating to aspects that require specific attention in managing a decentralized structure. Issues were identified in consultations with office managers in countries running important decentralized operations. While detailed recommendations and examples are provided for each issue, it should be noted that this section is not exhaustively covering the management of decentralized structures.

We hope the note will be helpful to your work.

I. ESTABLISHING A PRESENCE: PROCESS DESCRIPTION AND GUIDANCE

This section provides guidance on how to establish a local presence outside the Country Office in line with related corporate policies. Its structure is determined by the three main steps illustrated below: 1) Conception of the presence through the development of a business case, 2) request and receipt of the required clearances, and 3) the process of setting up a local presence.



Each of the three chapters of this section is structured in two parts. The first defines and describes the key components or deliverables related to the relevant step and includes examples (both illustrative and from Country Offices), templates and checklists to facilitate the process. The second part provides detailed process guidance.

Note that the corporate policy leaves country offices sufficient flexibility to operate immediately in response to a crisis. Within a period of 3 months, country offices are not required to formalize deployments and set up office structures. During this period, staff deployments and infrastructure typically have an improvised character. This is also in line with most practitioners’ feed-back since the scoping phase for presences often takes place from hotels or premises of partners.

Overall, the process to establish a local presence – depending on its type – is estimated to take between 4 weeks to sixth months. As such it will require significant dedication and resources and it is therefore recommended that an **initial high level feasibility assessment** should be done before you start working on the business case. For this assessment, you should consider 3 key aspects: a) security conditions; b) financial sustainability and (in the case of sub offices and UN coordination offices); and c) probability of Regional Bureau approval.

1. *Security conditions*

The establishment of any presence requires security clearance, which is dependent on MOSS compliance of the presence. Before you start the design process, you should therefore seek advice from the local UNDSS representative or UNDP field security officer. A rapid estimation of what it will take to achieve MOSS compliance for the potential presence (in terms of work, time and costs) should be made. Consider to involve the UNDP HQ Senior Security Manager already at this stage of the preparations. The UNDP Programme and Operations Procedures and Policies ([POPP](http://managingchange.undp.org/Local_presences/reference%20docs/00_02_POPP_Local_Presences.doc)) advise in this context:

*“Note that the premises and the security risk and blast assessments might have a significant impact on both set-up and running (recurrent) costs. While the identification of premises for the local presence and the related security risk and blast assessments do not necessarily need to be completed during the development of the business case, Country Offices should identify potential premises and carry out security-related assessments as early as possible. In risk-prone environments, it is recommended to conduct the assessments during the development of the business case.”*

1. *Financial sustainability*

Many practitioners have developed their own rules of thumb to guide their financial viability considerations related to local presences. If the intention is to fund the presence mainly through extra budgetary resources, there should be a direct link between the level of future non-core resources delivery and the financial sustainability of the presence. If, in turn, most of the costs can be cost-shared between projects because the functions of the presence mainly relate to project implementation services, there should be a direct link between accepted level of direct costs of project implementation and the financial sustainability of the presence. To consider these scenarios – and other – you may want to use the funding model template (annex, *template 05*) to do a high level calculation of financial sustainability. A rough rule of thumb for the set-up of sub offices is that a minimum of US$ 10 million expected annual delivery at presence level is required to warrant a further feasibility study.

1. *Reasonable assurance of Regional Bureau clearance*

Regional bureau clearance of the business case depends on a number of elements, among them: the level of requested corporate funding (if any), compliance of the planned presence with corporate policies, political context/relationship with the government as well as corporate priorities. It is therefore important to involve the Regional Bureau early in the discussions and make sure that the bureau is – in principle – in agreement with the idea to establish the local presence.

If the above described high level assessment turns out in favor of setting up a local presence, it is proposed that you start in earnest the preparation of the business case (see next section). For this as well as for the actual process of setting up the presence, we recommend **establishing a task team** that will manage the entire process. As a minimum, it is recommended that the team is composed of one project manager, one programme staff and one operations staff. The process should ideally be headed by a designated manager who is responsible for the coordination of the overall process.

Alternatively, in crisis and early recovery contexts, consider requesting support from a UNDP SURGE team. For more guidance on this, refer to the [SURGE homepage](https://sharepoint-gw.undp.org/DEST/https:/federated.sharepoint.undp.org/sites/SURGE/SURGETOOLKIT/Pages/Default.aspx/?whr=https://sharepoint-gw.undp.org/idp.xml).

1. Business case

The development of a business case prior to establishing **sub offices[[1]](#footnote-1)** and **UN coordination offices** the Country Office is a corporate requirement. The UNDP [corporate policy](http://managingchange.undp.org/Local_presences/reference%20docs/UNDP_Policy_Local_Presences_Approved.doc) reads in this regard:

*“Decision-making on establishing a local presence must be based on a sound business case, which establishes the rationale for investing in a local presence and includes an evaluation of its prospective impact on delivering development results, cost efficiency, financial sustainability and key management considerations regarding security, staff wellbeing and relationship management with the host Government.”*

For **project offices**, a business case separate from the project documentation is not required. However, you should consider using the below described components to assess and design such a presence, and you may want to include some of these in the project document.

Additional presences can have a tremendous impact on the way a Country Office is functioning. The main purpose of the business case is to ensure that all implications of establishing such a presence have been carefully considered and planned for. In addition, it allows the Regional Bureau and the bureau of management to keep abreast of the structures and key accountabilities related to UNDP in the country in a way which will help facilitate the management of political, budget, security and operational aspects.

Chapter 1.1 describes the different components of the business case. Chapter 1.2 provides detailed process guidance related to the preparation of each of the components of the business case.

*Tools, tips, templates and examples related to the business case phase:*

|  |  |  |  |
| --- | --- | --- | --- |
| ***Chapter*** | ***Description*** | ***Type*** | ***Page*** |
| **1.1 Components – Business case** | Rationale for a local presence | Example | 14 |
| Vision for a local presence | Example | 15 |
| Illustrative functional structure | Example | 15 |
| Somalia – Summary Terms of Reference | Example | 15 |
| Somalia – Reporting lines | Example | 16 |
| List of risk categories to be considered | Checklist | 16 |
| Juba – Field Office coordination and communication mechanism | Example | 17 |
| Sudan – Budget overview of the Kassala office | Example | 18 |
| Somalia – Evaluation of MOSS related costs for local presences | Example | 18 |
| DR Congo – Evaluation of costs for VSAT connectivity | Example | 19 |
| Illustrative funding model | Example | 19 |
| Office closure provision (illustrative) | Example | 20 |
| Closure plan of local presence (illustrative) | Example | 20 |

|  |  |  |  |
| --- | --- | --- | --- |
| ***Chapter*** | ***Description*** | ***Type*** | ***Page*** |
| **1.2 Process guidance** | Facilitation of a session to establish a rationale | Tip | 23 |
| Activity and function analysis | Example | 25 |
| Post requirement estimation by team (illustrative) | Example | 28 |
| Post requirement estimation by function | Example | 28 |
| Benchmarking of staffing requirements | Tip | 29 |
| Somalia - Organizational chart Hargeisa sub office | Example | 29 |
| ICT as an important cost factor | Tip | 32 |
| Overview of funding sources used by practitioners | Textbox | 32 |
| Development impact analysis | Template | 35 |
| Financial analysis (illustrative) | Example | 36 |
| Management feasibility analysis | Template | 37 |
| Risk analysis session – steps | Tip | 38 |
| Risk analysis matrix | Template | 39 |
| Aspects of a closure plan | Checklist | 41 |

*In addition, the following templates are also provided through hyperlinks:*

|  |  |
| --- | --- |
| ***Template Name*** | **Template Number** |
| [Business case](http://managingchange.undp.org/Local_presences/Templates/01_Business_case_template_01D.docx) | 01 |
| [Delegation of authority](http://managingchange.undp.org/Local_presences/Templates/02_Delegation_of_authority_F.docx) | 02 |
| [Exchange of letters with host government](http://managingchange.undp.org/Local_presences/Templates/03_Exchange_of_letters_Host_Government_02D.docx) | 03 |
| [Budget of a presence](http://managingchange.undp.org/Local_presences/Templates/04_Budget_of_Presence_01D.XLSX) | 04 |
| [Funding model template](http://managingchange.undp.org/Local_presences/Templates/05_Funding_model_01D.xlsx) | 05 |
| [Request for Regional Bureau clearance](http://managingchange.undp.org/Local_presences/Templates/06_Request_for_RB_clearance_01D.docx) | 06 |
| [Request for security clearance letter](http://managingchange.undp.org/Local_presences/Templates/07_Request_for_security_clearance_03D.docx) | 07 |
| [Development impact analysis](http://managingchange.undp.org/Local_presences/Templates/08_Development_impact_analysis_01D.docx) | 08 |
| [Financial analysis](http://managingchange.undp.org/Local_presences/Templates/09_Financial_Analysis_01D.xlsx) | 09 |
| [Management feasibility analysis](http://managingchange.undp.org/Local_presences/Templates/10_Management_feasability_analaysis_01D.docx) | 10 |
| [Functional analysis – local presence](http://managingchange.undp.org/Local_presences/Templates/11_Functional_Analysis_Local_Presence_01D.xlsx) | 11 |
| [Table for business process mapping](http://managingchange.undp.org/Local_presences/Templates/12_Table_Business_process_mapping_01D.docx) | 12 |
| [Business process chart for mapping](http://managingchange.undp.org/Local_presences/Templates/13_business_process_chart_for_mapping_01D.pptx) | 13 |
| [Risk analysis matrix](http://managingchange.undp.org/Local_presences/Templates/14_Risk_Analysis_01D.docx) | 14 |
| [Office closure plan](http://managingchange.undp.org/Local_presences/Templates/15_Office_Closure_Plan_01D.xlsx) | 15 |
| [Operating budget – chart for cost recovery](http://managingchange.undp.org/Local_presences/Templates/16_Operating_budget_chart_for_cost_recovery_01D.xlsx) | 16 |
| [Procurement plan](http://managingchange.undp.org/Local_presences/Templates/17_Procurement_Plan_01D.xlsx) | 17 |
| [XB projection template](http://managingchange.undp.org/Local_presences/Templates/18_XB_Projection_sheet.xlsx) | 18 |

1.1 Components

Generally speaking, the business case should provide a comprehensive overview of the “Why”, “What”, “How” and “How long” aspects of the presence. It should begin with a short **summary** that states the main purpose of the presence and outlines the impact/consequences of the local presence in terms of: a) delivering development results; b) cost efficiency; and c) financial sustainability. In addition, it should address key management considerations regarding security, staff wellbeing and relationship management with the host Government. This summary is followed by 7 components as illustrated below. Please refer to the [business case template](http://managingchange.undp.org/Local_presences/Templates/01_Business_case_template_01D.docx) for the suggested format.

Figure 1: Components of the business case

1. Rationale and vision

3. Structures & oversight

2. Functions & delegations

4. Costs & funding modalities

6. Risks and mitigation

5. Cost-benefit analysis

7. Closure provisions and exit strategy

Summary

*Rationale and vision*

The **rationale** (see example [1](#rationale)) summarizes the main reasons for opening a local presence. It briefly outlines why the local presence will help respond to key challenges and/or help cease given opportunities in the relevant geographic area. Also it reflects on how it will strengthen your current operational and programmatic set-up. As such, it will help you focus your thinking on the priority challenges and opportunities in a way which should ensure a strategic design of the presence. The rationale could be that the local presence will respond to an anticipated change, or it may be responding to an existing challenge / weakness. The **vision** (see example [2](#vision)) builds on the rationale and outlines the main purpose of the presence. A clear, concise, and meaningful vision for the establishment of a local presence is important to convey the value of the presence to your partners and clients as well as provide a clear direction to your entire staff. The vision should summarize the overall purpose in a way that is:

* Easy to understand for all involved persons
* Credible to CO staff, partners and counterparts
* Attractive in the sense that it clearly describes how it helps you do your core business better and fulfilling UNDP’s mandate

*Functions and delegations*

The section on **office functions and teams** summarizes all functions the office will perform and determines the level of representational delegation provided to the head of office. The overview of functions to be performed is best described through the [functional structure](http://managingchange.undp.org/4b_Functional_structure.cfm)[[2]](#footnote-2) which captures the functional responsibilities of the different teams (see example [3](#functional_structure)). In a small presence (1 to 5 positions) a team may consist of one person or of a share of several people’s time. The **delegation of representational functions** (see [template 02](http://managingchange.undp.org/Local_presences/Templates/02_Delegation_of_authority_F.docx)) will determine the level of autonomy of the presence. The Programme and Operations Policies and Procedures ([POPP](http://managingchange.undp.org/Local_presences/reference%20docs/00_02_POPP_Local_Presences.doc)) defines three levels of possible delegation:

* *Level 1*: No staff has formally delegated representational and coordination functions beyond the project level;
* *Level 2*: Head of Office that has formal (written) delegated authority to represent UNDP at the local level. This entails authority to interact locally with authorities, government, international community, donors and UN partners and to negotiate programme-related issues on behalf of UNDP. The delegation is formalized through a letter from the Resident Representative or Country Director to the Head of Office; and
* *Level 3*: Head of Office with formally delegated UN coordination function on behalf of the RC system. This entails authority to facilitate coordination between UN agencies at the local level and to liaise with partners and counterparts at local level on behalf of the local UNCT. The delegation is formalized in writing through the Resident Coordinator and endorsed by the UNCT.

Levels 1 and 2 can be unilaterally determined by UNDP. Level 3 requires a formal (written) request from the local UNCT. The set of functions and the level of representational delegation will automatically determine the type of office (project office, sub office or UN office). See the relevant [POPP](http://managingchange.undp.org/Local_presences/reference%20docs/00_02_POPP_Local_Presences.doc) section for more details.

*Structure and oversight*

The **structural overview** provides the number and type of required positions, and summarizes the responsibilities and reporting lines of each position. In addition to a tentative list of positions, you should provide summary terms of reference (see example [4](#summery_tor)).

The reporting lines should clarify how the team is internally organized and how the positions relate to the staff of the Country Office. Typically, reporting lines can be illustrated through an organizational chart (see example [16](#organ_chart)). For more complex arrangements, such as matrix supervision relations, you should add a detailed table, and briefly define the roles of the primary and 2nd supervisor (see example [5](#Suverisionlines)).

The section on **oversight and management arrangements** should describe formal oversight and communication requirements between the presence and the Country Office. Representing the oversight and communication plan of the presence, it will include regular reporting requirements (financial and substantive) from the presence to the office, programmatic monitoring visits, operational compliance reviews, regular meetings (including video- and phone conferences), but also training and technical support provided by the Country Office to the local presence (see example [6](#juba_communication)).

*Costs and funding modalities*

The section on **costing and funding** should provide an overview of (a) the budget of the presence composed of set-up costs and recurrent costs, and (b) funding modalities and an income forecast as appropriate (see examples [7](#kassala_budget_overview) and [10](#funding_model)). A detailed budget should be provided as an annex (see example [22](#Kassala_operating_budget) in chapter I.3.1). It should be composed of set-up and recurring costs.

Set-up costs typically include:

* Upgrading premises security and establishing MOSS compliance
* Renovation of offices
* Communication infrastructure
* Office equipment (computers, printers, furniture, etc)
* Transportation (vehicles)

Recurring (monthly) costs include:

* Staffing costs
* Monthly operating costs (fuel, electricity, communication, etc.)
* Recurrent security costs (guards, radio-room, etc.)
* Equipment maintenance costs
* Rent for offices

The evaluation of costs related to establishing and maintaining MOSS compliance require specific attention. To avoid future surprises, financial and operational requirements should be analyzed carefully. Refer to the UNDSS or UNDP (if applicable) Security Advisor for this purpose. A Security Risk Assessment (SRA) should be performed at the earliest possible opportunity. Refer to examples [8](#Security_costs_budget) and [9](#VSAT_example_budget) at the end of this section for examples of costs related to MOSS compliance and ICT.

The income forecast is relevant in case the Country Office decides to use part of its DPXB resources to fund the presence. It is developed on the basis of the anticipated programme expenditure (“delivery”) of the presence and the related income through billing of General Management Services (GMS) and Implementation Support Services (ISS). The funding model should illustrate the sources of funding for the presence (see relevant section of the [corporate policy](http://managingchange.undp.org/Local_presences/reference%20docs/UNDP_Policy_Local_Presences_Approved.doc) for permissible funding sources) covering set-up and maintenance costs during the envisaged time-frame.

*Cost-benefit analysis*

The **cost-benefit analysis** provides an overview of expected benefits of the presence and compares them with related costs and challenges. While various cost-benefit analysis approaches are possible, you should consider a three-pronged methodology that consists of an analysis of prospective development impact, costs and management feasibility aspects (political, relationship management, etc) of an overall country presence with a local presence as compared to an overall country presence without. Some elements of the analysis will be based on known facts, whereas others need to be estimated. The overall cost-benefit analysis therefore represents a “structured estimation” which should be reconsidered and verified during future implementation.

*Risks and mitigation*

In the **risk analysis and mitigation** section, you should assess in detail the risks related to the establishment of the presence outside the Country Office. The section builds on the high level risk considerations outlined in the rationale. In this section you should systematically review potential problems and define appropriate mitigation measures that will limit impact and / or reduce the probability of materialization of specific risks (refer to checklist 2 for risk categories to be considered in line with the [UNDP risk management policy](http://content.undp.org/go/userguide/results-management---accountability/enterprise-risk-management/enterprise-risk-management-cycle/?lang=en#2.0%2520Relevant%2520Policies)). For explanations regarding these categories, please refer to the [description of risk categories](http://content.undp.org/go/prescriptive/Enterprise-Risk-Management-Documents/download/?d_id=1489793&) in the POPP (note: Country Offices that conduct security risk and blast assessments during the development of the business case (typically in risk-prone environments) should integrate these into the overall risk assessment).

*Closure provisions and exit strategy*

The last section of the business case defines **closing provisions and the exit strategy**. Here, you should define when/under what circumstances, and how the local presence will be closed. The provisions for closing the office will articulate the criteria that will trigger the closing process. The exit strategy will outline the key steps that will guide the closure process and the office closure plan determines the “who”, “what” and “when” of this process (see examples [11](#closure_provision) and [12](#Closureplan)).

Example 1: Rationale for a local presence (illustrative)

|  |  |
| --- | --- |
| Structure & elements | Example |
| **Situation analysis:**   * Key development situation and challenges * Recent and / or anticipated change * New challenge and its scope * Framework for planned response | *“The population in South Vuku is suffering from extreme poverty (20% below national average) and high vulnerabilities in terms of natural disasters, i.e. annual flooding of the region. Given the recent rise of hostilities between the two main ethnic groups in the region, these vulnerabilities are expected to rise further. With the floods expected in 9 months, a serious humanitarian crisis affecting at least 500,000 people is anticipated. An urgent response is therefore required from the international community to reduce vulnerabilities as much as possible. A joint strategy of the UNCT is currently under development.“* |
| **Description of UNDP in the area**   * Operational and programmatic set up in the area * Past / current interventions and scope * Key strengths and weaknesses (including relationship with counterparts / beneficiaries) | *“UNDP has currently no staff on the ground. It has supported local development committees in establishing an early warning mechanism and in economically diversification efforts through its integrated peace building and community development project, but limited financial resources have not allowed establishing an operational basis on the area. Yet, through this project UNDP has established a solid network of local contacts and acquired in-depth knowledge of the area.”* |
| **Suggested response**  ***[use results of sessions here]***   * Operational and programmatic response and related requirements / value added * Time frame * Role of UNDP * Means of funding / fund-raising and expected funding sources | *“Given the complete lack of infrastructure in the region and its very limited accessibility, a successful execution of the joint UN emergency project to establish and maintain protection against flooding for dwellings and livestock, will require staff permanently on the ground for approximately 12 months. It is expected to receive funding for this initiative that is let by UNDP through a joint UN flash appeal. At present, the British and French development co-operations have pledged support for the programme. In preparation, the UNDP Country Office is ready to commit $500,000 (50% TRAC, 50% CO 11888 funds) as start-up funds.”* |
| **Key drivers**  ***[use results of sessions here]***   * Based on POPP | *“The key drivers for the establishment of a local UNDP presence therefore are:*   1. *Distinct needs of South Vuku;* 2. *Increase in scope and volume of the anticipated portfolio during the next 12 months; and* 3. *Logistical challenges in South Vuku that would make running such a programme from the capital non-viable.”* |

Example 2: Vision for a local presence (illustrative)

|  |
| --- |
| *“Through the establishment of a local office in South Vuku town, UNDP will be able to programmatically lead and operationally implement the joint 12 month UN emergency programme aiming at protecting the 500,000 inhabitants and their livestock against expected annual spring flooding.”* |

Example 3: Illustrative functional structure



Example 4: Somalia – Summary Terms of Reference

|  |  |
| --- | --- |
| **Position / Description** | **Main responsibilities** |
| **Head of sub office** | |
| The main representative of UNDP in the geographic zone, in charge of liaison with counterparts, support to inter-agency coordination in the sub-area, and functions and operations of the sub office. The Head of sub office is responsible for overall programme coordination at the SO level, supervises project management on the basis of Quarterly Work Plans approved by the Project Board, and ensures coordination across projects in the sub-area. | 1. Represents UNDP in the geographic zone. 2. Ensures overall coordination of projects and programes in her/his geographic zone; 3. Oversees and ensures project implementation on basis of Annual Work Plans and quarterly reviews; 4. Ensures efficiency in running the SO and coordination across projects in the geographic zone; 5. Coordinates and facilitates the regional collaborative planning process; and 6. Plays a leading role in the identification of new opportunities/partnerships for UNDP programming at SO level. |
| **Area Project Manager (sub office)** | |
| The Area Project Manager has been delegated the responsibility for achievement of project results in a particular geographic area by the Project Manager for a (large) country-level project. Within agreed constraints in the detailed work plan and under the day to day supervision of the Head of sub office, the APM is fully accountable for the achievement of project outputs in her/his area. | 1. Ensures day-to-day management of project activities in a defined area within a geographic zone; 2. Reports to project manager on the achievement of project outputs within the defined geographic area; 3. Ensures that the project produces the results specified in the project document, to the required standard of quality and within specified constraints of time and cost within his area; and 4. Suggests activities in her / his area for the annual project work plan. |

Example 5: Somalia - Reporting lines

|  |  |  |
| --- | --- | --- |
| **Position** | **Primary Supervisor** | **2nd Supervisor** |
| Head of sub office | Country Director | Deputy Country Director / P |
| Programme Manager | Deputy Country Director / P | Country Director |
| Deputy Programme Manager | Programme Manager | Deputy Country Director / P |
| Project Manager | Programme Manager | - |
| Area Project Manager | Head of sub office | Project Manager |
| Operations Manager, Sub Office | Head of Sub Office | Deputy Country Director / O |
| Programme Specialist, Sub Office | Head of Sub Office | Deputy Country Director / P |

**Checklist 2: List of risk categories to be considered**

|  |  |
| --- | --- |
| * Environmental * Financial * Operational * Organizational | * Political * Regulatory * Staff security & well being * Strategic |

Example 6: Juba - Field office coordination and communication mechanism

|  |
| --- |
| * The Head of PMSU will serve as focal point for, and will provide overall oversight and quality assurance to, the field office programme coordination functions, including those related to programme coherence, reporting and monitoring. * The Head of the Common Services Unit in Juba will serve as focal point for field office related operations issues, and will provide oversight and quality assurance to the field office operations. The Head of Common Services will be supported in this function by the Field Support Specialist (IUNV) and Juba-Based Field Support Analyst. * Project Managers / Programme Unit Staff: it is the responsibility of the project manager and the Programme Unit Heads to ensure that all field staff in their sections are paid on time and that the necessary financial transfers are made on time to ensure the effective running of the projects.       The following mechanisms will be implemented to strengthen programme coordination at State level:   * Each Field Office will prepare a brief state-level work plan (2 pages), due at the end of the final week of the previous period, and submit it to the Head of PMSU, who will consolidate and share with the staff. (It is suggested that these be 6-monthly for 2009, and quarterly for 2010.) The Head of PMSU will then collect any additional input from the programme personnel in Juba (i.e. planned missions or new project initiatives) and provide consolidated feedback to the field offices. * Each Field Office will prepare a brief (1 page) monthly state-level highlight report to be submitted to Juba (Programme and Operations Section focal points) to brief on key issues and challenges of the UNDP programme in the state, due within one week of the end of the month, and submitted to the Head of PMSU, who will consolidate and share with the staff as a whole. * Each Field Office will prepare a brief (2-3 pages) update report to state governments. Copies to be submitted to the Head of PMSU. (It is suggested that these be 6-monthly for 2009, and quarterly for 2010.) * Each Field Office will convene periodic UNDP programme review meetings with State Governments (quarterly or six-monthly). Where possible, UNDP Juba programme colleagues should be invited to participate as relevant. * Inter-Unit Joint Monitoring Visits (preferably with participation of Government counterparts from GoSS, state and local Government, as relevant) minimally on a quarterly basis, or more frequently if required). To be organized by PMSU together with Operations. |

Example 7: Sudan - Budget overview of the Kassala sub office

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Budget Category** | **2009** | **2010** | **2011** | **2012** |
| Staff cost | $428,201.52 | $471,021.67 | $518,123.84 | $569,936.22 |
| Travel cost | $53,348.00 | $58,682.80 | $64,551.08 | $71,006.19 |
| Office management cost | $128,740.00 | $141,614.00 | $155,775.40 | $171,352.94 |
| Office development cost | $152,125.00 | $15,215.00 | $15,215.00 | $15,215.00 |
| Guest house development cost | $97,350.00 | $0.00 | $0.00 | $0.00 |
| **Total** | **$859,764.52** | **$686,533.47** | **$753,665.32** | **$827,510.35** |

Example 8: Somalia - Evaluation of MOSS related costs for local presences

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Category** | **Item** | **Unit** | **Cost per unit** | **Total** |
| **MOSS equipment** | PPE | 100 | 860 | 86,000 |
| Uniforms / Equipment UNDP Guards | 60 | 250 | 15,000 |
| Fire extinguishers | 40 | 290 | 11,600 |
| Smoke detectors | 300 | 50 | 15,000 |
| Walk through metal detectors | 5 | 15000 | 75,000 |
| Car mirrors | 10 | 100 | 1,000 |
| Visitor badges | 200 | 5 | 1,000 |
| Trauma Kit | 10 | 800 | 8,000 |
| Medical Kit | 40 | 250 | 10,000 |
| Generator | 4 | 20000 | 80,000 |
| Halogen lamps | 40 | 250 | 10,000 |
| VHF Handheld radio | 70 | 450 | 31,500 |
| Thuraya Satellite Phone | 20 | 1000 | 20,000 |
| UN Flags | 40 | 40 | 1,600 |
| MRI | 750 | 7.63 | 5,722.5 |
| Blast Resistant Film | 662 m2 | 59 | 38,940 |
| Field Vehicle 4x4 MOSS | 3 | 62000 | 186,000 |
| Field Vehicle FSA | 1 | 44000 | 44,000 |
| **MOSS compounds** | Stand-off distance | 0 | 30000 | 30,000 |
| MORSS Guest houses Baidoa | 2 | 25000 | 50,000 |
| Boom gate | 6 | 3000 | 18,000 |
| **Staff costs** | FSA | 12 | 15000 | 180,000 |
| DSA/Hazard Pay FSA | 50 | 120 | 6,000 |
| Administrative costs FSA | 0 | 10000 | 10,000 |
| Travel costs FSA | 15 | 2000 | 30,000 |
| Ass. FSA Baidoa | 6 | 1500 | 9,000 |
| DSA ass FSA | 15 | 200 | 3,000 |
| Travel costs ass FSA | 3 | 2000 | 6,000 |
| Administrative costs ass FSA | 0 | 6000 | 6,000 |
| MORSS support Nairobi based staff | 35 | 10750 | 376,250 |
| **Training** | SSAFE Training | 200 | 2500 | 500,000 |
| Conferences/ training FSA | 3 | 5000 | 15,000 |
| Driver training 4x4 / B6 | 4 | 10000 | 40,000 |
| **Totals** |  |  |  | **1,919,612.50** |

Example 9: DR Congo - Evaluation of costs for set-up of VSAT connectivity / 6 sub offices

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Items | Units | Months / weight | Price / Unit | Total Costs |
| **Equipment** |  |  |  |  |
| Generators | 6 | 1 | $ 8,500.00 | $ 51,000.00 |
| DVA Base Station | 1 | 1 | $ 30,000.00 | $ 30,000.00 |
| V-SAT, 2,4 m | 6 | 1 | $ 8,000.00 | $ 48,000.00 |
| Lightening Protection | 6 | 1 | $ 700.00 | $ 4,200.00 |
| Network Switch | 6 | 1 | $ 200.00 | $ 1,200.00 |
| Cable | 1,500 | 1 | $ 1.00 | $ 1,500.00 |
| Connectors RJ45 | 850 | 1 | $ 1.00 | $850.00 |
| ***Sub Total Equipment*** |  |  |  | ***$ 136,750.00*** |
| **Communication Fees** |  |  |  |  |
| mesh network 1,5mbit | 1 | 12 | $ 15,000.00 | ***$ 180,000.00*** |
| **Transport/Logistics** |  |  |  |  |
| Air freight within DRC | 6 | 500 | $ 2.00 | ***$ 6,000.00*** |
| **Installation** |  |  |  |  |
| Salary | 6 | 1 | $ 1,500.00 | $ 9,000.00 |
| Cement | 6 | 1 | $ 40.00 | $ 240.00 |
| metal pole | 6 | 1 | $ 200.00 | $ 1,200.00 |
| Travel | 6 | 1 | $ 800.00 | $ 4,800.00 |
| ***Sub Total Installation*** |  |  |  | ***$15,240.00*** |
|  |  |  |  |  |
|  |  |  |  | **$ 337,990.00** |

Example 10: Illustrative funding model

|  |  |
| --- | --- |
| **Cost item** | **Total costs - recurrent & set-up** |
| ***Total cost of presence*** | ***$712,500*** |
|  |  |
| DPXB ("11300") | $250,000 |
| CO BSB budget ("02300") | - |
| Direct donor contributions | $150,000 |
| Government contributions | $75,000 |
| Other [specify] | - |
|  |  |
| ***To be requested by HQ*** | ***$237,500*** |
|  |  |
| **Direct project costs** | **$1,426,450** |
|  |  |
| **Agency cost-share** | **$334,483** |

Example 11: Office closure provision (illustrative)

|  |
| --- |
| “The sub office in South Vuku will be established initially for a period of 15 months. It will be closed 3 months after the completion of the “Joint UN emergency flood protection project” planned for 12 months from now, unless the mandatory review to be finalized before then establishes the need to extend this duration.  In case of a further deterioration of the security situation in South Vuku and a subsequent change of security phases, the CO senior management might decide to withdraw UNDP staff and to close the office earlier. “ |

Example 12: Closure plan of a local presence (illustrative)

|  |  |  |  |
| --- | --- | --- | --- |
| **Item** | **Action** | **Responsible** | **When** |
| Criteria review | * Launch the review of the presence according to the existing TOR. | HoSO | June 2010 |
| Consultations with counterparts | * Discuss the decision to close and implications with local authorities and government representatives. | HoSO / RR | July 2010 |
| Programme coverage after closure | * Review all on-going project activities within the Country Programme, together with those undertaken by Agencies within their regular programmes, and make recommendations regarding their continued coverage subsequent to the closure. | HoSO | July 2010 |
| Decommissioning of sub office premises | * Prepare hand over of premises to the local community to establish a community centre. | OM | August 2010 |
| Separation or Transfer of Personnel | * Send notice to FTA staff for relocation / change of duty station. * Send contract termination notice to TA staff. | RR | August 2010 |
| Clearing of any pending/open financial transactions;  accounting Records and their disposal | * Establish a list of pending payments. * Send memo to communicate arrangements for the future processing of pending transactions to all staff. * Reconcile and close petty cash account. * Prepare all accounting records for transfer to Country Office. | OM | August 2010 |
| Closing of bank accounts and deactivation of ATLAS BU/Department | * Consult UNDP treasury and close local bank account (allowing some time to enable issued checks to be presented to the bank before closure). * Clarify arrangements for possible submission of late invoices. | OM | August 2010 |
| Disposal of equipment | * Prepare proposal for transfer of project assets. * Convene project steering committee. * Launch asset transfer. | OM | August 2010 |
| Disposal of files | * Prepare all files for transfer to Country Office. * Transfer files. | OM | August 2010 |
| Notice to partners of closure and revised channels of interaction | * Issue a circular to inform organizations of the UN System as well as all other relevant partners, including the host Government, of the impending closure of the sub office. | RR | August 2010 |

1.2 Process guidance

The process of developing a business case is composed of **7 consecutive steps** (see below chart). Each step represents a section of the business case, and you should fill out the relevant section of the [business case template](http://managingchange.undp.org/Local_presences/Templates/01_Business_case_template_01D.docx) accordingly. Once the 7 steps are completed, you need to add a short summary (as described above) at the beginning of the business case that states the main purpose of the presence and outlines the impact/consequences of the local presence as outlined above.



Based on the results of step 4, it might be necessary to revisit step 2 and 3 and make changes in the structural and functional design.

*How long will this phase take?*

The time it will take to design a local presence is mainly determined by the level and scope of consultations, the risk assessment as well as the degree to which a workload analysis is needed. It **typically takes** **1 to 4 weeks**. The estimated time in the below sections therefore provides an estimate for a “rapid” process with minimum consultations and an estimate for a “broader inclusive process”.

*How to manage the design phase?*

As a minimum process requirement, it is recommended to **organize a workshop or brainstorming session** that involves representatives of all office units and sections, possibly including partners and counterparts as appropriate. It will be helpful to organize the workshop early on in order to jointly define the rationale and strategic vision which will inform the decision to set up the local presence.

Step 1: Defining the rationale and strategic vision

During this step, you should translate your general idea of establishing a local presence into a concrete rationale and a vision.

|  |  |
| --- | --- |
| To be involved: | * CO Senior management * Representatives of all CO units * Potentially: Key development partners, government focal point |
| Deliverables: | * Description of presence rationale * Description of presence vision |
| Key tools: | SWOT analysis, visioning tools, open brainstorming |
| Estimated timeframe: | 1 day (1 week) |
| [Related POPP section](http://managingchange.undp.org/Local_presences/reference%20docs/00_02_POPP_Local_Presences.doc) | “In defining the rationale and strategic vision for a local presence, the Country Office should analyze and review the programmatic and operational challenges in the geographic area where establishment of the local presence is proposed. The expected role and impact of the local presence and time frame for its existence should be defined taking into consideration these challenges.” |

**Who**

This step is a good opportunity to include a broader range of people into the initial design process and thus establish a common understanding / consensus regarding the local presence and a broad-based feeling of ownership, which will facilitate the further process of setting up the presence. You should ensure that the Senior Management provides its overall strategic input and guidance and to involve all Country Office units which will contribute to the set-up process.

As a good practice, you should keep the Country Programme Advisor of your Regional Bureau informed of the process and share the rationale and vision once finalized. In case you consider applying for corporate funding, early involvement of your Regional Bureau will be helpful.

In addition, consider the involvement of external partners, especially if they are potential clients, and to involve central and / or local government representatives if their consent and support will be required at a later stage.

**How**

Broadly shared definitions of a rationale and of a vision are best achieved by bringing the key parties together for a focused discussion. This can be done through a single session with all involved persons or through several sessions, as appropriate. To ensure that the brainstorming will be fruitful, you should prepare and circulate key documentation to participants beforehand. Documentation should provide basic background on challenges and opportunities in the geographic area and could include existing analytic reports, risk assessments, relevant extracts from programme or project evaluations, etc. You should also prepare an agenda / session overview and outline the expected result at the end of the session.

Keeping in mind that local presences do add further complications and risks to the work of the UNDP, it may be helpful to ask the following questions when facilitating a session to consider the possible merits of setting up a local presence:

1. What value would it add to have a local presence?
2. Why could other arrangements (e.g. frequent field visits) not replace the need for a local presence?
3. What are the major obvious costs and risks associated with setting up a local presence?
4. Are there any major costs/risks associated with not setting up the considered local presence?

Tip 1: Facilitation of a session to establish rationale

|  |
| --- |
| In order to respond facilitate a brainstorming session to answer these questions, you may want to use the following simple facilitation tips:   1. Gather those involved (see “who”) 2. Briefly introduce purpose of session and set ground rules (e.g. no mobile phones, support and challenge – i.e. criticize ideas/not people, be open to feedback, etc). 3. Provide everyone with “sticky notes” and markers 4. Ask everyone to answer the four questions on sticky note paper – make it clear that only one answer/idea should be on each piece of paper and that the paper should be marked 1, 2, 3 or 4 in the top right corner to indicate which question it is answering. 5. Give everyone 15 min to fill in as many notes as relevant 6. Facilitators walk around and collect notes and answer questions, if any 7. Give group a coffee/tea break to give facilitators time to cluster answers for each of the four questions on flip chart paper taped to the wall. 8. Reconvene groups and facilitate discussion around findings. 9. Close meeting with process review (reflect on what participants got out of meeting and what could be done better next time).   With regards to facilitation and [tools to define the vision](http://managingchange.undp.org/2e_defining_your_COs_Vision.cfm) these can be found in the UNDP Toolkit for Managing Change. |

Based on the outcome of these sessions on the rationale and vision, it is proposed that a smaller group including part of management sits down and makes a first draft. Ideally, the rationale should not go beyond one page. Typically, it will be structured into the following three parts: 1) a brief situation analysis (key development situation and challenges, recent and / or anticipated changes, new challenges and the scope and programmatic framework for the planned response), and 2) a description of UNDP in the area (operational and programmatic set up in the area, past / current interventions and scope and key strengths and weaknesses including relationship with counterparts / beneficiaries), and 3) the required response (operational and programmatic response and related requirements, time frame, the role of UNDP and fund-raising channels & expected funding sources). Finally, the rationale should clearly define the key drivers (see drivers that are considered legitimate according [to UNDP policy](http://managingchange.undp.org/Local_presences/reference%20docs/UNDP_Policy_Local_Presences_Approved.doc)).

Step 2: Designing functions and scope of delegation

During this step, you will design the functional composition of the presence and decide on the required level of representational delegation. These two elements will determine the services that the presence is expected to deliver and, in addition, the type of presence as defined in the POPP.

|  |  |
| --- | --- |
| To be involved: | * CO Senior management * Programme and project managers operating in geographic area |
| Deliverables: | * List of functions * Functional structure chart * Potentially: Draft of written delegation of authority |
| Key tools: | * Functional analysis ([***template 11***](http://managingchange.undp.org/Local_presences/Templates/11_Functional_Analysis_Local_Presence_01D.xlsx)) |
| Estimated timeframe: | 2 days (4 days) |
| [Related POPP section](http://managingchange.undp.org/Local_presences/reference%20docs/00_02_POPP_Local_Presences.doc) | “Based on the rationale and strategic vision, the prospective set of functions to be performed by the presence should be determined. Together with the scope of delegation from the Country Office to the local presence, these functions determine the type of presence required.” |

**Who**

Decision on the required functions requires clarity about the purpose of setting up the presence, programme and operations management experience, as well as knowledge of local circumstances in the relevant geographic area. Therefore, you will ideally involve senior management as well as programme and project managers who are working / have worked in the relevant geographic area. If such are not available, try to combine experienced practitioners and persons with knowledge of the area. However, to the extent possible, you should contain both the scope and number of participants in the discussion to be able to carry out a focused and systematic analysis.

**How**

Analysis of functional design options and options with regards to representational delegation is best done by a small group of experienced practitioners through systematic analysis of the anticipated portfolio of activities and functions required to successfully implement them. Depending on the circumstances, it might be helpful to prepare an analysis and suggested set of functions beforehand, and have the practitioners discuss and possibly validate your proposal.

*Deciding on which functions the presence should perform*

The following guiding questions should help you structure your thinking.

* Which functions is the Country Office currently performing in the geographic area within which you intend to set up a presence?
* Will UNDP be required to perform additional functions in the area in the near future?
* Which expectations have the national and local counterparts expressed? Which functions do your national counterparts expect UNDP to fulfill?
* Is there a system for local UN coordination in place which the new presence would engage with? Can you prioritize functions? Are there certain functions that are more important than others?

To get an idea about which functions to include you may want to consider the following list of typical functions in different types of offices. The list is from Annex I of the “[Policy for establishing a UNDP-supported presence outside the Country Office](http://managingchange.undp.org/Local_presences/reference%20docs/UNDP_Policy_Local_Presences_Approved.doc)”.

*Project offices*

* Project transactions (HR, Procurement, Finance)
* Project activities implementation oversight, monitoring and reporting
* Provision of technical implementation support
* Project-related liaison with project partners

*Sub offices (some or all above functions plus the following)*

* Representation of UNDP with UNCT & partners at local level
* Programme formulation / assurance
* Results (output / outcome) reporting
* Project oversight
* Local evaluation coordination
* Donor / partner liaison
* Policy advice
* Operational and logistical support,
* UNDP Security
* Resource mobilization & communication
* Managerial oversight of the UNDP office

*UN offices (some or all above functions plus the following)*

* Facilitating inter-agency collaboration and coordination
* Representation of UN with local authorities
* Advisory services on behalf of the UN
* Acting as security area coordinator / UN focal point
* Operations support on behalf of the UN
* Managerial oversight on behalf of the UN

For a full list of functions in Country Offices you may want to visit the [Toolkit](http://managingchange.undp.org/4e_Check_list_of_Functions.cfm) for Managing Change.

It is helpful to spent time upfront identifying the portfolio of activities (type & scope) to be managed by the local presence as it will make it easier to determine the functions to be performed. If feasible, you should therefore start with a simplified activity analysis to estimate the type and scope of functions. As an example, you can use the table below to structure this analysis. Make sure that you also include oversight and programme assurance activities (M&E, partner liaison, reporting) if you expect these to be carried out at the local level.

Example 13: Activity and function analysis (illustrative)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Planned output** | **Functions in local presence** | | **Functions in Country Office** | |
| **Operational activities** | **Programmatic activities** | **Operational activities** | **Programmatic activities** |
| ***General management and oversight*** | * Budget monitoring and maintenance * Fleet mgt * Procurement of office stationary | * M&E * Project reporting * Partner liaison | * Procurement above $ 30,000 of office equipment * Operations oversight | * Funds mobilization * Reporting quality control * Donor liaison |
| ***Output 1: Five flood dams are build*** | * Procurement of goods below $ 30,000 * Procurement of services (contracting) * Financial transactions | * Establishment of technical specifications * Interaction with and capacity development of local committees * Monitoring and evaluation | * Procurement of goods above $ 30,000 * Bank reconciliation | * Output progress monitoring * Budget oversight |
| ***Etc.*** |  |  |  |  |

You should then – as done above – consider which of these activities can be performed by the Country Office and which need to be performed in the local presence. As a general rule, you should equip the local presence only with those functions that are really required. This will minimize transaction costs and facilitate sustainability of the presence.

Once you have decided on the final set of functions to be performed by the presence, you should cluster the functions to be performed by certain teams or individuals within the presence depending on its size. Where possible the functional clusters should ideally correspond to the functional structure of the Country Office to facilitate horizontal linkages and establish clearly defined entry-points. [Example 3](#functional_structure) provides an illustrative example of a functional structure.

*Deciding on required level of delegation*

Considering the type and scope of activities and functions will help you decide upon the required level of representational delegation. You might use the following guiding questions:

* Is the portfolio managed by the local presence composed of one specific project or of a more complex programmatic framework?
* Does the implementation of the portfolio require frequent contacts with senior local authorities and partners?
* Does the portfolio require frequent coordination between different pillars?
* Does implementation frequently require programmatic and / or operational decisions?

Generally, higher levels of complexity and frequency with regards to partnership functions and actions may warrant a higher level of delegation of authority. The same is true for issues that require physical presence in order to make informed and timely decisions. The rule of thumb should be that responsibility should be matched with authority.

In deciding about appropriate levels of representational delegation, you also should be careful not to create unrealistic expectations and demands at the local level. Rather than delegating – which in theory may seem like the right thing to do – you may in fact help the local staff, especially the head of a local presence, by not delegating certain functions. It is therefore crucial to be precise and detailed when developing the written delegation. Use the template for a written delegation [add hyperlink].

Note! Keep in mind that the relevant UNDP policy only allows delegation of representational functions to UNDP staff members, i.e. to individuals contracted on Fixed Term Assignments (FTA) or Temporary Assignments (TA). Individuals contracted through Service Contracts (SC) or Special Service Agreements (SSA) cannot receive representational delegation.

Delegation of representational functions might be accompanied by a delegation of operational authorities to sign reports, programmatic documents, bank checks or contracts, etc as well as of ATLAS approval authorities. For more details on operational delegations, please see section II.1.1.

Step 3: Developing structures and oversight arrangements

During this step, you will develop the full picture of what you want the presence to look like. Based on the functional structure and the type of delegation, you will list the number and type positions envisaged, their responsibilities and reporting lines as well as management arrangements between the presence and the Country Office. Note that at this point you will be sketching out the *desired* staffing structure of the presence. You might be required to review this structure once you have analyzed costs and available funding (see [step 4](http://www.step4.com)).

|  |  |
| --- | --- |
| To be involved: | * Human Resources Specialist * Finance Specialist * Procurement Specialist * Operations Manager * Programme Specialist |
| Deliverables: | * List of positions * Summary TOR for positions * Organizational chart * Oversight and communication plan |
| Key tools: | * Work load analysis * Summary TOR template |
| Estimated timeframe: | 2 days (7 days) |
| [Related POPP section](http://managingchange.undp.org/Local_presences/reference%20docs/00_02_POPP_Local_Presences.doc) | “Careful design of structures, processes, and management arrangements at an early stage will ensure that the local presence can carry out all anticipated functions required and that staff at Country Office and local levels enjoys a shared understanding of roles and responsibilities. (…) Decisions on the number of positions located in the local presence should be based on an estimation of the portfolio volume as well as the type and number of activities to be managed at the local level.” |

**Who**

For the development of the complete structure of the local presence and the definition of business processes, you should involve representatives from both the operations and programme sections. Specifically, it is helpful to involve a representative of human resources at this early stage to make sure that s/he has a good understanding of the positions that s/he will be recruiting for. Once you have drafted the new business processes, you should involve representatives of all units and sections of the Country Office for validation. You can do this either in individual sessions with the staff who have knowledge of the various business processes or in a joint session with break-out groups. The latter approach increases transparency and ownership.

**How**

You may consider organizing the current step in three separate working sessions. During the first, you will develop the post requirements. The second will serve to develop summary terms of references and reporting lines. During the third, you will develop an oversight & communication plan.

Session 1 - Post requirements

Post requirements depend on the nature and type of activities as well as their scope, translating into the expected workload. It is therefore helpful to estimate the workload related to the different functions to determine the post requirements. Experience from the field suggests that it is important to establish a balance between programme and operations staff. For sub offices with important operations, the position of an operations manager should be envisaged.

*Estimating the workload*

Of course, the more knowledge and experience you and your task team have in your programme country, the easier it will be for you estimate post requirements based on an approximate idea of what the presence will be doing. Such estimations often turn out to be quite close to reality. Yet, a workload analysis will help ensure that you have not lost sight of important aspects. In fact, a combined approach which compares an “intuitive” estimation with a more detailed work load analysis usually leads to the best results in terms of accuracy.

*Element 1 – High-level estimate of capacity needs by team*

To this end, start with a high-level intuitive estimation of the number and type of posts required per functional team, based on the functional structure developed during the previous phase and in light of the rationale and vision of the office. Expressing the estimated capacity requirement in full-time equivalents (“FTE”: one person working full time has a FTE capacity of 1) to facilitate a comparison with the workload analysis. The following table might serve as illustration and facilitate your estimation.

Example 14: High-level post requirement estimation by team (illustrative)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Functional team | **Int’l staff** | **NO** | **GS** | **UNV** | **Total FTE** |
| Natural disaster project team | 1 | 1 | 2 | 1 | 5 |
| Programme team | 0 | 1 | 1 | 0 | 2 |
| Operations team | 1 | 0 | 2 | 0 | 3 |
| Office management | 1 | 0 | 0 | 0 | 1 |
| TOTAL | 3 | 2 | 5 | 1 | **11** |

*Element 2 – Estimate capacity needs by function*

Then, analyze the estimated work load related to the implementation of the portfolio managed by the presence:

1. List all functions to be managed by the local presence; also include overarching functions related to general management, assurance and oversight. Use the simplified activity and function analysis (example 2 in previous section).
2. Review the list of activities for each of the functions.
3. Estimate the national and international FTE capacity needed for each of the functions to be successfully completed. Consult process descriptions developed earlier to better estimate time & capacity requirements.

You can use a structured table (see below example) to assemble the information in a structured way.

Example 15: High-level post requirement estimation by function (illustrative)

|  |  |  |  |
| --- | --- | --- | --- |
| Functions | Activities & scope | National FTE | International FTE |
| **Partner liaison** | * Regular contact with local authorities * Regular NGO consultations * Government missions (twice a year) | **1** | **0.5** |
| **Reporting** | * 5 projects, quarterly reports * 5 projects, annual reports | **0.5** | **-** |
| **M&E** | * Regular review, progress of 5 projects | **0.5** | **0.5** |
| **Procurement** | * International: 5 flood portals (500,000 USD); * National: Sand, bricks, cement (25,000 USD) * National: 5 Contractors for execution of work (1,200,000 USD) * National: office stationary (50,000 USD) | **2** | **1** |
| **Finance** | * Monthly staff payments (25 vouchers) * Etc. | **2** | **-** |
| **TOTAL** |  | **6** | **2** |

Once the work load analysis is completed, compare the result with your above estimation. Identify and analyze differences: What is not included in the lower estimation? Which result seems more realistic? Then finalize the anticipated staffing requirements and establish a list of posts that includes type of post, the contract modality, the expected grade and the duration of assignment. The latter two elements should be discussed with your HR Advisor. In case of doubts in terms of post classifications, you might choose to contact the Organizational Design Unit of the Office of Human Resources at HQ.

Tip 2: Benchmarking of staffing requirements

|  |
| --- |
| A good reality check for the staffing requirements is to benchmark through comparison with other operational structures that exist in your country or in a comparable country. For that purpose, compare the staffing structure that you have developed through the above described process with the structure of existing project teams, the staffing of offices from development partners in your country and / or the staffing of presences in other countries. Define criteria for comparison to select examples (such as: staffing size, financial volume managed, volume of transactions, country context, functions). |

Session 2: Terms of References and reporting lines

It is important to have a relatively detailed idea about roles and responsibilities of individual positions before you decide on reporting arrangements and lines.

*Establishing summary TORs*

Therefore, you should now draft summary TORs based on the functional structure (functions by team) developed earlier. Determine first which business processes the individual post is involved in, and establish a list of key responsibilities. These should be as precise as possible and there should be as few overlaps as possible with other positions. In case you have 2 similar positions (example: 2 Finance Assistants), try to determine the specific task portfolio of each (example: For the first assistant: “Payments, Natural Disaster Project; for the second: “Payments, sub office General”).

Then compare the summary TOR to the process descriptions and make sure that all tasks included in the process descriptions happening at the local level are covered by the TOR.

*Deciding on reporting lines*

These not only determine the management arrangements within the presence, but also establish the key links / reporting lines between the presence and the main office. In the case of a sub office, the main reporting line typically is between the Head of sub office and the Country Director or Deputy Country Director (see below chart for this example).

You might also decide to establish further linkages, for example through secondary supervision lines. Potential challenges may arise in this context when a person has both a thematic and a geographic supervisor, leading to two different reporting lines. As an example, an area-based project manager might be required to report to the programme manager based in the head office and to the head of sub office at the same time. While secondary supervisions lines are sometimes unavoidable, it is important to carefully think these through and to define the relationship and elements of supervision for each relationship. See also chapter [II.5](#chapter_II_5).

Example 16: Somalia - Organizational chart of sub office Hargeisa

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|  |

Session 3: Oversight & Communication Plan

Oversight and communication constitute a further important aspect of the functioning of the presence and its interaction with the Country Office. In fact, ensuring that information flows and oversight responsibilities are clear can at times be challenging in a decentralized structure, and establishing a basic Oversight & Communication Plan may therefore be helpful in establishing some standards (see [example 6](#juba_communication)).

To that end, you should determine all regular programmatic and operational monitoring and/or oversight visits from the Country Office, all recurrent reporting requirements from the presence to the Country Office, and all recurrent communication/coordination events (meetings and/or video conferences between Country Office and presence staff, joint team retreats, etc.).

Note that information and coordination is a two-way process. The plan should therefore also include information and coordination requirements from the Country Office to the presence. You might also decide to broaden the scope of the plan to also include regular training and technical support missions from the Country Office. The following elements should be included as a minimum:

* 6-monthly operational oversight mission
* 6-monthly programmatic oversight mission

In addition, consider to include training / capacity support provided by the CO and programme evaluations.

Step 4: Analyzing costs and identifying funding modalities

During this step, the budget of the presence composed of set-up costs and recurrent costs will be established. In addition, an income forecast and funding model will be developed. In matching budget requirements with the prospective funding sources, the staffing structure of the presence will be finalized.

|  |  |
| --- | --- |
| To be involved: | * Finance Specialist * Procurement Specialist * Operations Manager * Security Advisor |
| Deliverables: | * Prospective office budget (set-up and recurrent costs) * Scenarios for funding model (including income projections) |
| Key tools: | * Budget template ([***template 4***](http://managingchange.undp.org/Local_presences/Templates/04_Budget_of_Presence_01D.XLSX)) * Funding model calculation template ([***template 5***](http://managingchange.undp.org/Local_presences/Templates/05_Funding_model_01D.xlsx)) |
| Estimated timeframe: | 2 days (5 days) |
| [Related POPP section](http://managingchange.undp.org/Local_presences/reference%20docs/00_02_POPP_Local_Presences.doc) | “A realistic evaluation of costs for the set-up and maintenance of the local presence will be undertaken to establish feasibility and identify funding options. (…) Anticipated costs should be compared against expected available funding and income. This needs to be analyzed and documented. This analysis will inform the final decisions on the staffing structure of the presence.” |

**Who**

To successfully complete this process step you will need knowledge about UNDP financial rules and regulations as well as financial forecasting and management experience. You should therefore involve the Finance Specialist of the office. If pro-forma costs for the different budget items are not readily available, you might also wish to involve your Procurement Specialist.

**How**

Consider to organize this in two parts. During the first you will develop the budget and the income forecast. During the second, you will develop the funding model of the presence in full consideration of costs, prospective income and available funding sources. The funding model might consist of two or three scenarios.

Session 1: Budget and income forecast

To establish the budget of the presence (see example [22](#Kassala_operating_budget)), use the [budget template](http://managingchange/Local_presences/Templates/04_Budget_of_Presence_01D.XLSX) that includes a catalogue template to include estimated pro-forma costs for staff, equipment and services. The budget template is structured to distinguish between – as far it is applicable – budget items for:

1. Programme and project execution
2. Programme coordination & management and maintenance of the presence
3. UN coordination activities

This distinction is important because in line with the relevant UNDP policy, the funding sources for these three cost categories might be different. Once you have finalized the budget of the presence, you will have an overview of the projected costs of the presence. Yet, adjustments will probably be necessary in light of available funding.

Note that premises and the [security risk and blast assessments](http://practices.undp.org/management/security/riskmanagement.cfm) might have a significant impact on both set-up and running (recurrent) costs. In addition, security clearance provided by the HQ Senior Security Manager is a precondition for the establishment of the office. In risk-prone environments, you should therefore identify potential premises and carry out security-related assessments as early as possible, ideally before the finalization of the business case.

Tip 3: ICT as an important cost factor

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| --- |
| Well-functioning information and communication technology as well as good and speedy connectivity are key aspects ensuring the effective and efficient running of a decentralized management structure, especially if functions related to ALTAS are performed in the presence. Depending on the location and available ITC infrastructure, you might therefore be required to set up an exclusive VSAT (mesh) network, separate backup servers, cooling facilities as well as generators. The costs to ICT can be significant and need to be included in the evaluation of costs for the presence. Please refer to the corporate [Minimum ICT Standards for Desktop and Network Environments ITC for details](http://content.undp.org/go/topics/ict/production-support/telecom/Telecomm-Files/download/?d_id=1165783).  Refer to [example 8](#VSAT_example_budget) in for an evaluation of costs related to the set-up of a mesh network and VSATs. |

Session 2: Funding modalities

You now need to identify the funding model for the presence. After further consideration of the available funding, you might need to adjust your initial budget later, typically by adjusting the number of posts and any high-cost equipment items such as vehicles. The funding for a presence can be composed of various sources. The following text box provides you with an overview of those that have been identified by practitioners.

**Textbox 1: Overview of funding sources used by practitioners**

|  |
| --- |
| In practice, Country Offices have been very creative when it comes to identifying and securing funding for local presences. There are various models and designs spanning from sub offices entirely funded through project and XB resources to sub offices that have received both corporate and donor funding. Local (Country Office level) funding options that should be considered are:   * **Project funding:** Many of the existing UNDP sub offices have started their life as project offices supporting a single project. Subsequently they have migrated to provide support to multiple projects within the geographical area of their respective coverage. To sustain the offices, funds have been drawn from the budgets of the respective project(s). * **Donor (direct) funding:** Where UNDP sub offices are established in order to support early interventions in emerging situations in partnership with donors, donors may be willing to financially support the setting up of the sub office structure as well as the building of decentralized capacity. * **Government funding – In-kind & GLOC:** The Government may decide to make a contribution – in kind or cash – either to the sub office or to an individual project supported by the sub office. The legal requirement of GLOC contribution applies only to the Country Office. * **Country Office funding (regular/core and non-regular/extra-budgetary):** In cases where the sub office is viewed as an extension of the Country Office, funding through the regular key funding modalities for Country Offices – notably core and extra-budgetary – could be pursued, supplemented through other funding sources as applicable and available. * **Private sector:** Partnerships with the private sector could equally be pursued in the geographic area of common interests. In this case, partners might decide to fund part of the set-up or staffing costs of the presence.   While the majority of the funding for existing sub offices has been generated at the local level, with the recognition of the sub office modality as a corporate facility to address delivery concerns in a variety of situations, perhaps some form of – full or partial – corporate funding mechanism needs to be devised. Options to be considered include:   * **SURGE funding:** When a sub office is created/extended/enlarged as result of an emergency, SURGE funding may become available as a start-up budget for the office operation and may cover both equipment and staffing. * **RBx regional reserve funding:** Regional Bureaux maintain reserve funds to be allocated outside regular budget allocations in case of special needs. The use of these funds is at the discretion of the Regional Director and could be utilized to provide funding for a portion of the sub office budget. * **Security funding (MOSS/TAR):** The MOSS/TAR fund has been established to assist Country Offices to meet urgent investment needs to meet MOSS requirements in all offices, including sub offices. This funding source cannot be used to cover staff costs or recurring costs.   One of the highest costs in establishing a sub office is the staffing cost. There are a number of funding sources available each of which could be explored depending on the particular circumstances under which the sub office is established.   * **LEAD candidate:** The placement of a LEAD candidate with a CPR profile in a sub office to manage a portfolio of activities handled by the office could be explored. LEAD candidates are normally funded from corporate resources. * **Fully funded UNV:** Donor countries aresometimes interested in funding international UNVs to be deployed in countries where special needs exist. * **BCPR (TRAC-3) funding:** BCPR may be interested in funding certain posts in support of addressing needs in emergencies or in sustained crisis situations. * **Deployment from SURGE Roster:** If the sub office is established to address needs arising from an emergency, it may be eligible to seek temporary assistance from the SURGE roster. * **JPO assignment:** Although not usually suitable for a rapid launch, the placement of a JPO for a position in a local presence may provide the required substantive knowledge and experience at a reasonable cost. |

*Funding of the local presence*

Permissible funding sources depend on the type of presence (refer to the [relevant section of the POPP](http://managingchange.undp.org/Local_presences/reference%20docs/00_02_POPP_Local_Presences.doc)).

In summary, project offices should be mainly funded through programme resources, sub offices should – depending on the portfolio and activities they manage – be funded through a combination of core and extra-budgetary sources. Coordination-related activities in UN coordination offices, finally, should be cost-shared through participating agencies. In addition, corporate funding can be requested for set-up and security costs as well as for certain positions in the case of sub offices and UN coordination offices.

The budget you have already developed facilitates the development of the funding model in the sense that it has categorized budget (cost) items according to funding sources. You will now need to match:

* Available programmatic resources (TRAC, non-core) with required programme/project implementation related costs of the presence;
* Anticipated extra-budgetary resources (GMS and ISS cost recovery income) with required programme coordination and office management costs; and
* Anticipated contributions from partner agencies with required UN coordination activities.

In addition, you should identify any additional source of funding for the presence, for example from development partners, the government or the private sector. The [funding model template](http://managingchange.undp.org/Local_presences/Templates/05_Funding_model_01D.xlsx) will allow you to do this matching. To calculate prospective GMS and ISS income, use the [XB projection sheet](http://managingchange.undp.org/Local_presences/Templates/18_XB_Projection_sheet.xlsx).

In case a portion of the costs is cost-shared through several projects, make sure that the calculation is based on objective criteria such as space (square meters) occupied by project, number of office posts, etc.

In terms of cost recovery (GMS and ISS), the Country Office will need to decide which proportion of the extra-budgetary income to allocate to the presence. This decision will certainly be influenced by the budget requirements compared to the expected extra-budgetary income. As a working assumption, you might for the time being include the extra-budgetary income generated through the portfolio managed by the local presence. If you do not have sufficient information at this stage, use a portion of the XB income of the Country Office that seems to be realistic.

Once the funding model is developed it will provide you with a clear overview of the likely funding gap, if any. In this case you should now go back to the budget of the local presence and review the staffing structure and office equipment in order to identify possible budget cuts. If the remaining funding gap is significant and the establishment of the presence of strategic importance, it may be warranted to apply for corporate funding support. In this situation it is prudent to proceed the planning with two scenarios in mind: one where the corporate funding is granted and another without corporate funding.

Step 5: Comparing costs with benefits

During this step, you have the opportunity to review all design aspects in detail. The cost-benefit analysis should provide you with information to evaluate the prospective impact of the local presence on: a) delivering development results; b) cost efficiency and financial sustainability; and c) operational feasibility.

|  |  |
| --- | --- |
| To be involved: | * Senior management |
| Deliverables: | * Consolidated business case, including detailed cost benefit analysis |
| Key tools: | * Development impact analysis template ([***template 8***](http://managingchange.undp.org/Local_presences/Templates/08_Development_impact_analysis_01D.docx)) * Financial analysis template ([***template 9***](http://managingchange.undp.org/Local_presences/Templates/09_Financial_Analysis_01D.xlsx)) * Management feasibility analysis template ([***template 10***](http://managingchange.undp.org/Local_presences/Templates/10_Management_feasability_analaysis_01D.docx)) |
| Estimated timeframe: | 1 day (3 days) |
| [Related POPP section](http://managingchange.undp.org/Local_presences/reference%20docs/00_02_POPP_Local_Presences.doc) | “The cost-benefit analysis builds on the first 4 components of the business case. It summarizes and evaluates the prospective contribution of the local presence on: a) delivering development results; b) cost efficiency and financial sustainability; and c) management feasibility. It should consider relations to counterparts and partners, staff security and staff well being and clearly establish that the benefits of establishing the presence outweigh involved costs and challenges. As such, the cost-benefit analysis should consider the entire timeframe of the local presence and take into consideration anticipated future benefits. ” |

**Who**

The decision on whom to include in this step depends mainly on the complexity of your planned set-up and the required level of consultation with your office staff as well as with the Regional Bureau, partners and counterparts. Note that even if you at this point feel confident about your analysis bringing in relevant staff, the Regional Bureau, and – if appropriate – partners can help raising awareness and understanding for your decision to open or not to open the presence. Also, this gives you an opportunity to address any misperceptions.

**How**

While various types of cost-benefit analysis are possible, you should consider a three-pronged methodology that consists of three parts:

a) Delivering development results: An analysis of prospective contribution of the presence from a development perspective (achieving outcomes, outputs, capacity building, sustainability of development results);

b) Management feasibility: Reviewing prospective benefits from a management perspective (programme, operations, security, relationship management, etc); and

c) Financial feasibility: Analysis of costs and financial sustainability of the local presence.

As much as possible, you should compare this model with a business model without a presence. Some elements of the analysis will be based on known facts, whereas others need to be estimated. The overall cost-benefit analysis therefore represents a “structured estimation” which should be reconsidered and verified during future implementation.

If you opt for a “pragmatic and quick” approach for the cost-benefit analysis, you can simply pull all relevant data together for each of the three sections. Alternatively, you may want to bring together a larger number of people to discuss the costs and benefits. In this case, you could build three working groups, each responsible for filling out one of the following three tables. However, make sure that all relevant information is available and that one participant in each group has been fully included in the previous process steps (ideally a member of your task group).

*a. Development results*

Consider the overall prospective programme outcomes, programme outputs, sustainability of results, and impact on local capacity development that you will be able to achieve through the establishment of the presence and compare these to a situation in which you would continue to operate without presence. Note that these statements are qualitative estimations that should be based as much as possible on past experience. To structure the analysis you may want to use the table below – or alternatively write a brief note that reflects on the categories in the table.

Tip 4: Guiding questions for the development impact analysis

|  |  |
| --- | --- |
| **Aspect** | **Guiding Questions** |
| Overall programme outcomes | * How does the set-up of a presence influence the achievement of overall programme outcomes? * Which outcomes will be difficult to achieve / not achievable without a presence? |
| Programme outputs | * Which specific outputs can only be achieved through the set-up of a presence? * Does the set-up of the presence allow you to increase programme performance indicators? |
| Sustainability of development results | * Does the establishment of a local presence impact the sustainability of programme results? If yes, how so? |
| Local capacity development | * How will the local presence contribute to harnessing local capacity development? * Would you be able to ensure comparable levels of capacity building without the local presence? |

Based on this analysis, you will be able to compare the development impact UNDP would have in the geographic area with and without a local presence in a structured way.

*b. Management feasibility*

The management feasibility analysis considers prospective management benefits and challenges in operating with and without a given local presence. Try to list relevant considerations including advantages as well as potential obstacles and problems for each of the aspects. Note that many of the considerations of this analysis will feed into your risk assessment (next step).

You can use the below table to structure your analysis. Yet, as mentioned above, since the table format provides limited space to describe the situation you may want to use the table to summarize the key points – and then provide further text below to elaborate on each section. In doing so, try to weigh the aspects mentioned in terms of importance/criticality.

Tip 5: Guiding questions for the management feasibility analysis

|  |  |
| --- | --- |
| **Aspect** | **Guiding Questions** |
| Operational advantages/challenges | * What are the operational challenges in setting up the presence? Consider: Access, logistics, cash management & disbursements, budget management, availability of office space (buildings), communication with the main office/partners, financial and operational oversight, ICF, etc. |
| Partner liaison and coordination | * How will interaction and liaison with partners change? (expected improvements and potential challenges) Consider local partners and international development actors. * Which advantages and challenges do you see for coordination with other UN agencies/ mission? * What will be required to ensure successful liaison and coordination? Consider staffing, profiles and seniority, and agreements with partners. |
| Political relations | * How will political relations with counterparts be improved through the establishment of a presence? * Does the central government (national level) agree to the set-up and level of delegation to the presence? * Which are specific challenges in terms of political relations? Consider: Potential pressure from local counterparts on local staff, potential controversies in terms of approach and activities. * What are requirements to ensure successful liaison with local authorities. Consider Staffing, profiles and seniority, and agreements with local authorities. |
| Staff security | * Can staff security be ensured? * Is it operationally feasible to establish and maintain MOSS security? * Which training does staff need to receive? Are these training needs taken into consideration in the training plan? |
| Staff wellbeing | * What are the challenges in terms of staff wellbeing? Consider both the working and living environment. * How will you generally ensure that staff lives and works under acceptable conditions? * Which specific measures need to be taken? |

*c. Financial feasibility*

The financial analysis looks into whether the local presence is likely to be financially self-sustained or will require funding from the Country Office or from elsewhere. In addition, it should provide an indication of how cost-efficient the operation is. In fact, you have already collected and analyzed most of the required data in section 1.4. The below example provides you with guidance about which financial elements you should consider.

Example 17: Financial analysis (illustrative)

|  |  |  |  |
| --- | --- | --- | --- |
| **Item** | | **Financial data** | **Comments** |
| Expenditures | Set-up costs | $ 350,000 | Includes all costs related to MOSS, refurbishing of offices, equipment |
| Annual recurrent office costs | $ 450,000 | Salaries, travel, office operating budget, security |
| **Total costs (duration)** | **$ 1,250,000** | Total costs for 2 years for the office (excluding programme and project related activities) |
| Income | GMS / ISS income generated by office | $ 420,000 | 7% GMS for 6 million non-core funds expected to be delivered through office |
| Other income (specify) | $ 350,000 | Donor project funding (cost-shared through all relevant projects) for certain office positions (2 years): Procurement officer (nat’l), M&E Officer (int’l). |
| **Total income (duration)** | **$ 770,000** | Total income for 2 years programme delivery |
| **Sustainability gap** | | **$ 480,000** | 38% of total costs |
| Additional Funding | Country Office (XB, etc) | $ 200,000 | Stemming for CO XB |
| Government / Donors | n/a | Donors have contributed through direct project costs included in project budgets |
| **Required HQ funding** | | **$ 280,000** | 22% of total costs - can be disbursed in two annual installments |
| **Management ratio** | | **18%** | Ratio of total office costs (“indirect costs”) relative to total expected delivery of $6.8 million |

Through this financial feasibility analysis, you will be able to provide an overview of key cost items and available funding. You will also be able to judge whether the local presence is financially self-sustainable and, if not, what additional resource would be needed. Finally, you will also be able to make an informed statement on operational efficiency, by reflecting on the management ratio.

*Conclusion*

Once you have completed all three elements of the cost-benefit analysis, you should write a short summary that evaluates the development impact and challenges, costs and funding requirements and management feasibility. Conclude this summary with a clear statement of whether or not the benefits of setting up a presence outweigh the costs and challenges.

Step 6: Assessing risks and defining mitigation measures

During this step, you will assess in detail the risks related to the establishment of the presence outside the Country Office. This activity builds on the high level risk considerations outlined in the rationale session – and it should allow you to systematically review potential problems and to define appropriate mitigation measures that will reduce the probability of materialization of a specific risk.

|  |  |
| --- | --- |
| To be involved: | * Programme Specialist * Operations Manager * Security Advisor * Potentially: Government focal point. Development partners |
| Deliverables: | * Completed risk matrix (including defined mitigation measures) |
| Key tools: | * UNDP enterprise risk management methodology * Security risk assessment * Programme & operations risk assessment * Risk assessment matrix ([***template 14***](http://managingchange.undp.org/Local_presences/Templates/14_Risk_Analysis_01D.docx)) |
| Estimated timeframe: | 2 day (5 days) |
| [Related POPP section](http://managingchange.undp.org/Local_presences/reference%20docs/00_02_POPP_Local_Presences.doc) | “The analysis of risks entails the systematic review of potential problems and the definition of appropriate mitigation measures to reduce the probability that the risk will materialize. (…) In determining probability and impact, risks are prioritized and specific mitigation measures defined. If residual risks remain high, the feasibility of setting up the presence should be reconsidered.” |

**Who**

The quality of the risk assessment is dependent on the level of knowledge of the participants. You should therefore select the participants carefully. As a minimum, it is helpful to include a programme representative, an operations representative and the security advisor of your office in the risk analysis. You might also consider including representatives of the government and development partners if you believe it would be beneficial to have a shared understanding of certain risks and possible mitigation measures.

**How**

A comprehensive risk assessment is best carried out through a structured brainstorming session. It is useful to designate risk categories to the participants and to ask them to prepare for the session: e.g. the Finance Specialist is probably best positioned to propose financial risks. You can proceed as follows:

Tip 6: Risk analysis session - steps

|  |
| --- |
| 1. Brainstorm on risks by category 2. Determine impact and probability for each risk (1-5) 3. Determine mitigation measures for each of the risks 4. Discuss the remaining level of risk once the mitigation measures are in place (high, medium, small) 5. Define possible responses in case the risk materializes in spite of the mitigation measures |

The following simplified risk matrix can be useful to structure the session and log the results.

Template 1: Risk analysis matrix

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Category | Risk | Impact / probability | Mitigation measures | Residual risk level | Possible responses |
| Operational | Security situation prevents access and endangers delivery of assets. | 5 X 5 = 25 | * Delivery to Mogadishu port through WFP with international military protection. * Specific arrangements with Somali Police for delivery protection. | Medium | Government is requested to improve protection; UNDP suspends delivery of goods. |
| Etc. |  |  |  |  |  |
|  |  |  |  |  |  |

The assessment of security risks requires specific expertise. General guidance can be found on the [intranet section on Security risk management](http://practices.undp.org/management/security/riskmanagement.cfm). You should also involve the local UNDSS or UNDP Security Advisor to review and validate the risk assessment with the Senior Management Team (SMT). Also consider to include the relevant Sub-Regional Security Advisor in the brainstorming session through tele- or video conferencing.

In determining the probability and impact, the risks will be prioritized and specific mitigation measures defined for each risk. The latter should ideally significantly reduce the risks involved in setting up a presence, and hence make the residual risk acceptable.

The identification and documentation of specific responses to risks in case they should start to materialize is an essential part of the risk management effort. Making this information readily available to the managements of the Country Office and local presence should considerably increase the level of preparedness. Once the risk assessment is carried out, you should review the level of residual risks. If the residual risks remain too high the feasibility of setting up a sub office is questionable. If the establishment of the presence is nevertheless required, the risks need to be escalated to the Regional Bureau. Use the [UNDP online risk management platform](http://home.undp.org/erm/) for this purpose.

In risk-prone environments, it is also useful to develop succinct Standard Operating Procedures (SOPs) that can then be communicated to all involved persons. You should determine roles and responsibilities in the risk management process:

* Who is going to regularly monitor the risks and the implementation of mitigation measures based on the finalized matrix (typically, it would be the head of the presence)
* Who is going to form the “risk management team” that meets and decides on responses in case of emergency

Please refer to UNDP corporate [tips and guidelines on risk management](https://webmail.undp.org/OWA/redir.aspx?C=7c6a536abbd54c2abfbaecdfffb8df42&URL=http%3a%2f%2fcontent.undp.org%2fgo%2fprescriptive%2fEnterprise-Risk-Management-Documents%2fdownload%2f%3fd_id%3d1495240) for more details.

Step 7: Developing provisions for closure and exit strategy

During this final step of the design phase, you will define when/under what circumstances, and how the local presence will be closed.

|  |  |
| --- | --- |
| To be involved: | * Senior Management (for strategic guidance) * Programme Specialist * Operations Specialist * Security Advisor |
| Deliverables: | * Provision for closure * Exit strategy * Outline of elements of office closure plan |
| Key tools: | * Closure plan checklist * Closure plan ([template](http://managingchange.undp.org/Local_presences/Templates/15_Office_Closure_Plan_01D.xlsx)) |
| Estimated timeframe: | 2 days (5 days) |
| [Related POPP section](http://managingchange.undp.org/Local_presences/reference%20docs/00_02_POPP_Local_Presences.doc) | “The final step of the design phase is the definition of a time or criteria-based provision for closing the office (“sunset clause”) accompanied by an exit strategy that provides directions on the relocation of staff and assets, termination of contracts (when required), and the safe-guarding of office files and official records. Senior management will communicate provisions for closure and the related exit strategy, including roles and responsibilities, to all involved staff during the establishment of the presence. In exceptional cases where the local presence is expected to remain in place over a longer period of time and where neither time nor criteria-based provisions for closure can be defined, a sustainability strategy replaces the exit strategy. Regional Bureau approval of the sustainability strategy is required.” |

**Who**

You will need the guidance of the Country Office senior management to determine the overall exit strategy. For any technical details, you should involve representatives from operations and programme. Of course, if an early closure is envisaged due to worsening security conditions, your Security Advisor must be involved. Keep government representatives and development partners informed if you wish to ensure that you have a shared understanding about when and how the presence will be closed.

**How**

*Establishing provisions for closure*

First, you should determine the criteria that will trigger the closure of the presence. Obviously, these will be closely linked to the “raison d’être” of the presence, its purpose and rationale: it should only exist as long as needed and sustainable. Provisions for closure can combine several criteria. Examples of programmatic criteria include:

* Implementation of a specific programme is completed
* The emergency / development situation that led to the establishment of the presence phases out

Examples of security and operations-related criteria include:

* No more funding for the presence is available
* The security situation is deteriorating and seriously limits the effectiveness of the office

The closure provision should mention the intended lifespan of the presence and set a schedule for review against the set criteria. The below text box provides a fictitious example for a closure provision.

Example 18: Office closure provision (illustrative)

|  |
| --- |
| “The sub office in South Vuku will be established initially for a period of 15 months. It will be closed 3 month after the completion of the “Joint UN emergency flood protection project” planned for 12 months from now, unless the mandatory review to be finalized before then establishes the need to extend this duration.  In case of a further deterioration of the security situation in South Vuku and a subsequent change of security phases, the CO senior management might decide to withdraw UNDP staff and to close the office earlier. “ |

*Establishing the exit strategy*

Your exit strategy, a narrative that should not go beyond one written page, should provide clear guidance regarding the following aspects:

* Who will lead, plan and manage the review before closure?
* Who will be consulted before a decision on closure is made?
* Who will make the final decision(s) regarding closure?
* Who will manage the closure process?
* Will assets be transferred to counterparts, or relocated to the Country Office?
* Will staff be reassigned? Will some contracts be terminated?

*Establishing an outline of the elements of the closure plan*

Finally, you should develop an outline of the elements to be covered by the closure implementation plan. At this point – prior to clearance – you may not want to spent time detailing it out with timelines and responsibilities, etc but leave it fairly high-level. Although each sub office may require a somewhat different approach, the closing plan should consider the following general elements:

Checklist 1: Aspects of the closure plan

|  |
| --- |
| 1. Programme coverage after closure of the local presence 2. Decommissioning of local presence sub office premises 3. Separation or transfer of personnel 4. Accounting records and their disposal 5. Closing of bank accounts and deactivation of ATLAS business unit/department 6. Clearing of any pending/open financial Transactions 7. Disposal/transfer of assets 8. Disposal of files 9. Notice to partners of closure and revised channels of interaction |

To ensure that all activities are accounted for and performed on time, it is advised to prepare a closure plan. For each of the elements in the closure plan, you should determine the exact activity, the responsible and involved persons, and the timing. The closure plan can be complemented with a checklist of “to dos” corresponding to every item to avoid last-minute surprises or gaps in the implementation of the plan. [Example 12](#Closureplan) provides a fictitious example of a closure plan.

2. Clearance

Before the presence can be established, clearance of the business case is required. While the establishment of project offices is locally approved by the Resident Representative, business cases for sub offices and UN coordination offices need to be cleared by the Regional Bureau. The UNDP [corporate policy](http://managingchange.undp.org/Local_presences/reference%20docs/UNDP_Policy_Local_Presences_Approved.doc) reads in this regard:

*“Country Offices must (…) submit business cases for sub offices and UN coordination offices for review and approval to the Regional Bureau with copy to the director of BOM. (…)”*

In addition, you need to receive security clearance for any presence from the Designated Official and the UNDP Headquarters Senior Security Manager.

The clearance stage might seem to be “an additional burden”. However, it ensures that relevant structures at headquarters are aware of the new structure as well as its challenges, needs and risks. Clearance therefore ensures appropriately shared responsibilities and opens opportunities for various forms of corporate support. To reduce the risk of bottlenecks during this stage, the clearance process has been standardized, templates were developed and timelines introduced. The overall expected time required to complete the clearance process will be between 2 and 4 weeks (see chapter 2.2).

As chapter 1 (“Business case”), this chapter is also organized in two parts: 1) a description of components of the clearance process (including examples and templates) and 2) detailed process guidance that can be used selectively as required.

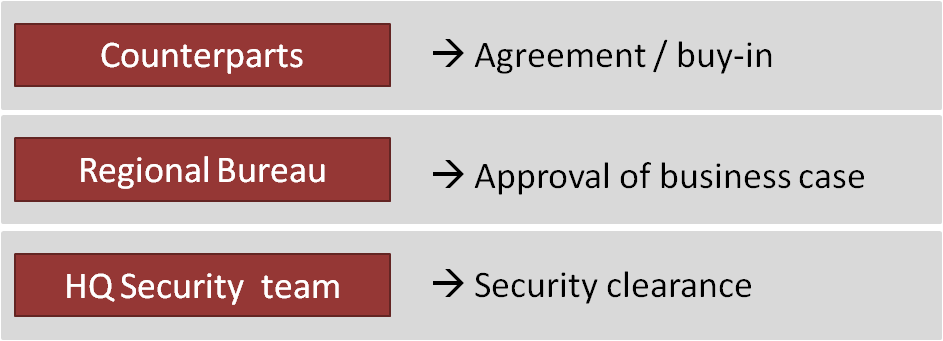
*Tools, tips, templates and examples related to the clearance phase:*

|  |  |  |  |
| --- | --- | --- | --- |
| ***Section*** | ***Description*** | ***Type*** | ***Page*** |
| ***Section*** | ***Description*** | ***Type*** | ***Page*** |
| **2.1** | Clearance process of a project office | Figure | 45 |
| Clearance process of a sub office | Figure | 46 |
| Clearance process of a UN coordination office | Figure | 44 |
| Mandatory compliance and oversight documents | Checklist | 49 |
| **III** | [Request for Regional Bureau clearance](http://managingchange.undp.org/Local_presences/Templates/06_Request_for_RB_clearance_01D.docx) | Template | Annex 06 |
| [Request for security clearance](http://managingchange.undp.org/Local_presences/Templates/07_Request_for_security_clearance_03D.docx) | Template | Annex 07 |

2.1 Components

The clearance of a local presence consists of three components: agreement (buy-in) of counterparts, business case approval through the Regional Bureau (RR approval for project offices) and security clearance from the UNDP HQ Senior Security Manager.

Figure 2: Components of clearance (sub offices, UN coordination offices)



While **governmental counterpart consultations** are optional during the design phase, counterpart agreement with the presence constitutes a compulsory element of the clearance of the business case. This consent needs to be received in writing. Partner consultations are optional, but can strengthen the business case when documented. For the establishment of a UN coordination presence, in addition, a documented request from the UNCT is required ([template 03](http://managingchange.undp.org/Local_presences/Templates/03_Exchange_of_letters_Host_Government_02D.docx) can be used for this).

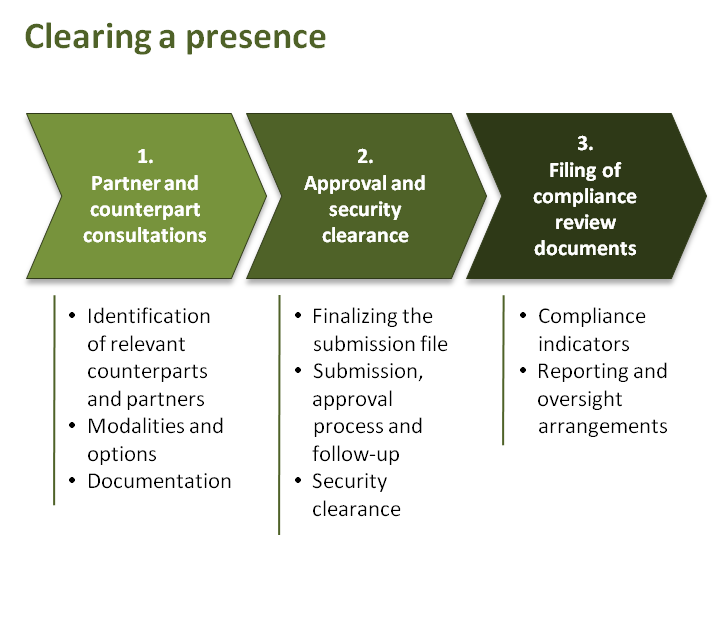
The process of **approving the business case** depends on the type of presence. As outlined in the relevant POPP section, the Resident Representative approves local project presences based on appropriate documentation (either included in the project document or in a separate business case), whereas approval of sub offices is granted by the Regional Bureau based on a completed business case including documented correspondence with the counterpart. If corporate funding is requested, Regional Bureau approval includes the consideration of committing corporate funding. Approval of a UN coordination office established through UNDP is granted in writing by the relevant UNDP Regional Bureau based on consultations with the Regional Directors’ Team and DOCO ([template 06](http://managingchange.undp.org/Local_presences/Templates/06_Request_for_RB_clearance_01D.docx) can be used to request RB approval).

**Security clearance** will be provided by the HQ Senior Security Manager based on a security clearance request ([template 07](http://managingchange/Local_presences/Templates/07_Request_for_security_clearance_02D.docx) can be used to request security clearance). Note that if you have completed your security risk assessment at the time you submit your business case to the Regional Bureau, you can request security clearance simultaneously to save time.

Once you have received all required components of the clearance, you should file them separately. This file will be helpful in **future compliance reviews** by the Regional Bureau and/or auditors. It will also help you and the future manager of the presence to have your key files and documents ready for review. In addition to the approved business case, security clearance, documented counterpart consultations and the written delegations of authority, the file should include oversight and evaluation mission reports as well as all regular reporting from the presence to the Country Office (e.g. quarterly reports, etc).

2.2 Process guidance

The clearance process is organized in **3 consecutive steps** (see chart below): 1) counterpart consultations, 2) approval phase and 3) establishment of a specific file for documents related to compliance. If there are any issues related to the approval, it might be necessary to go back to the design stage.



*How long will this phase take?*

The timeframe of the clearance stage is mainly determined by the level and scope of consultations. If you have completed all steps of the design stage, you should be able to consult with counterparts and prepare the clearance request within 2-3 days. The security clearance of the HQ Senior Security Manager will take 5 days, and – for sub / UN coordination offices – an additional 2 additional weeks (or less) will be required for clearance by the Regional Bureau. In sum, the clearance process will typically take **2-4 weeks**. Note that you can decide to simultaneously request Regional Bureau approval and security clearance to save time provided that you have already carried out the security risk assessment.

*How to manage the design phase:*

Typically, your **task team will work closely with the Country Office senior management** during this stage. As opposed to the design phase, several steps of the current stage need to be carried out directly by the Resident Representative (or as delegated). While the involvement of counterparts is optional during the design stage, you are now required to involve them and receive their formal agreement (formal agreement can for example be sought and granted by host governments through exchange of letters with the relevant government focal point). UNDP Headquarters needs to be involved for security clearance and – in the case of a sub office or a UN coordination office – for clearance of the business case.

Figure 3: Clearance process of a project office



Figure 4: Clearance process of a sub office



Figure 5: Clearance process of a UN coordination office



Step 1: Carrying out partner and counterpart consultations

During this step, you will seek the agreement of counterparts for the establishment of the presence.

|  |  |
| --- | --- |
| To be involved: | Senior managers (programmes / operations) of the Country Office |
| Deliverables: | * Written counterpart agreement/consent * Optional: documented partner discussions * For UN coordination presences: written UNCT request |
| Key tools: | * Exchange of letters – “Note verbale” ([***template 3***](http://managingchange.undp.org/Local_presences/Templates/03_Exchange_of_letters_Host_Government_02D.docx)) |
| Estimated timeframe: | 3 days (2 weeks) |
| [Related POPP section](http://managingchange.undp.org/Local_presences/reference%20docs/00_02_POPP_Local_Presences.doc) | “Relevant counterparts and partners are to be consulted before a decision on establishing the local presence is made. The purpose is to ensure effective communication and coordination, identify potential synergies, and avoid obstacles later on. (…) The establishment of local-level presences does not require formal renegotiation of UNDP activities in the programme country. Written agreement of the national counterpart via exchange of letters is normally sufficient. Any deviation from this standard approach requires the written consent of the Regional Bureau Director.” |

**Who**

Consultations should be managed by the Resident Representative, the Country Director or by a specifically designated person on behalf of the Resident Representative. Senior Country Office staff that maintains communication channels with counterparts and partners should be fully informed about consultations and involved as appropriate.

**How**

To avoid any delay in terms of obtaining agreement or consent with regards to the presence from the **host government**, early involvement in discussions might be helpful. The format for this agreement has been left open in order to facilitate some flexibility in how this is handled. Examples of acceptable practices range from an exchange of letters (see [template 03](http://managingchange.undp.org/Local_presences/Templates/03_Exchange_of_letters_Host_Government_02D.docx)) with the government of the programme country to joint design and / or planning sessions and a business case that is jointly signed by the UNDP Resident Representative and the designated focal point of the government. The only firm requirement is that the consent of counterparts is obtained in writing. It is important to note that counterparts do not need to approve the entire business case. However, the host government should be informed about the number of national and international staff based in the presence, the type of their positions as well as the use of TRAC funding (if any) for these positions. Local authorities should be consulted as appropriate in the specific political and development environment of the country.

The easiest way to document consultations with **development partners** and UN agencies is through meeting summaries that are circulated to partners for their review by email (and the email exchange filed). Consider consultations with those key partners that are maintaining significant operations/delivering programmes in the relevant geographic area. These consultations might be used to identify synergies, evaluate options to share costs (e.g. with other UN agencies) and plan for efficient operational and programmatic coordination.

UNCT requests for the establishment of a UN coordination office can be documented through UNCT meetings circulated for review and subsequently signed by the Resident Coordinator. Alternatively, relevant heads of agencies can jointly sign a letter of request.

Step 2: Approval and security clearance

During this step, you will request approval from the Regional Bureau and clearance from the UNDP headquarters security team.

|  |  |
| --- | --- |
| To be involved: | * Designated manager * Regional Bureau * HQ Senior Security Manager |
| Deliverables: | * Written approval of the Resident Representative or Regional Director (sub offices / UN coordination offices) * Written security clearance of the HQ Senior Security Manager |
| Key tools: | * Request for Regional Bureau clearance ([***template 6***](http://managingchange.undp.org/Local_presences/Templates/06_Request_for_RB_clearance_01D.docx)) * Request for security & premises clearance ([***template 7***](http://managingchange.undp.org/Local_presences/Templates/07_Request_for_security_clearance_03D.docx)) |
| Estimated timeframe: | 1 week: Project offices; 3-4 weeks: Sub offices and UN coordination offices |
| [Related POPP section](http://managingchange.undp.org/Local_presences/reference%20docs/00_02_POPP_Local_Presences.doc) | “In accordance with the “Framework for accountability for the United Nations field security management system” (A/57/365), Resident Representatives are required to seek clearance of both the Designated Official and the HQ Senior Security Manager. Presences must be assessed according to the United Security Management System (UNSMS) accepted security risk assessment methodology and conform to Minimum Operating Security Standards (MOSS) prior to being established.” |

**Who**

This step involves the Resident Representative, the Regional Bureau and the Senior Security Manager. Even in the case of a local project office, the Resident Representative should consider consulting the Regional Bureau focal point. The involvement of the HQ Senior Security Manager is mandatory.

**How**

To allow for the approval of the Resident Representative of a **project office**, you should prepare the request for approval (use [template 06](http://managingchange.undp.org/Local_presences/Templates/06_Request_for_RB_clearance_01D.docx) and adapt it to RR approval) for signature of the Resident Representative together with a) the project document including all relevant details of the presence, or b) a separate business case. Documentation of partner and counterpart consultations and/or the written agreement/consent of counterparts need to be attached.

In case of a **sub office or a UN coordination office**, the Resident Representative / Resident Coordinator should send the request for approval to the Regional Bureau Director (copy to the Director of the Bureau of Management). The submission letter should state the main purpose of the presence, its duration, the amount of funds provided by the Country Office and the amount of corporate funds requested (if any) (use [template 06](http://managingchange.undp.org/Local_presences/Templates/06_Request_for_RB_clearance_01D.docx)).

Secondly, **security & premises clearance** needs to be requested. As recommended in Chapter 1.4, you should start preparing for security & premises clearance at an early stage of the process to get an indication of whether a local presence is advisable from a security perspective. The Security Risk Assessment and Blast Assessment performed by the UNDSS or UNDP Security Advisor, combined with the security-related section of your risk assessment, the proposed lease and the floor plan will constitute the core part of the security & premises clearance request, and should be accompanied by a security & premises clearance request letter (use [template 07](http://managingchange.undp.org/Local_presences/Templates/07_Request_for_security_clearance_03D.docx)) which the HQ Senior Security Manager and the Chief of the Administrative Services Division will counter-sign for clearance. The request will be assessed by the UNDP Security Team in New York according to the [United Security Management System (UNSMS) accepted security risk assessment methodology](http://content.undp.org/go/practices/management/publish/Bureau-of-Management/download/SECURTY+RISK+MANAGEMENT+PROCESS.doc?d_id=270021&g11n.enc=ISO-8859-1). Presences must conform to Country [Minimum Operating Security Standards](http://content.undp.org/go/practices/management/publish/Bureau-of-Management/download/MOSS+Policy+Document.pdf?d_id=196781&g11n.enc=ISO-8859-1) (C-MOSS) prior to being established. In addition, the Administrative Services Division (ASD) will assess JUI/space standards and costs and clear the premises and contract on this basis.

Tip 7: Requesting Regional Bureau approval and security clearance simultaneously

|  |
| --- |
| Consider to simultaneously request Regional Bureau approval and security clearance to save time if you have already carried out the security risk assessment. This can save you approximately one week of time. Note, however, that security risk assessments take time and effort. In case Regional Bureau approval for the establishment of the presence is questionable (such as when you are dependent on an important funding from the Regional Bureau), you might decide to wait with the security risk assessment until you have received Regional Bureau approval. |

Note the clearance will be granted to post the requested number of national and international UNDP staff in the local presence subject to the implementation of all required security measures recommended in the security evaluation. If you intend to post staff in the location prior to completion of all measures, you need to request separate security clearance for this.

Step 3: Filing documentation for compliance review

During this step, you will establish a compliance review checklist and open a file with relevant approval documents.

|  |  |
| --- | --- |
| To be involved: | Country Office senior management |
| Deliverables: | * Completed, approved business case filed * File for oversight records established |
| Key tools: | * Compliance and oversight checklist |
| Estimated timeframe: | 1 day |
| [Related POPP section](http://managingchange.undp.org/Local_presences/reference%20docs/00_02_POPP_Local_Presences.doc) | “The Country Office ensures compliance by the local presence with all corporate policies and procedures. The Regional Bureau is responsible for ensuring Country Office compliance with the provisions of the policy and procedures described in this chapter, as an integral component of its monitoring and oversight duties outlined in the Organizational Guide. (…)” |

**Who**

To complete the compliance and oversight check list, you should involve and seek approval from those persons that are responsible for items on the list. These are your Resident Representative, the Operations Manager and the Programme Director.

**How**

Before you file the business case, you should check and complete the following list. Make sure that signed copies of all approval documents are included. You should also check that all reporting and oversight items (such as regular reporting from the presence to the Country Office) are included in the Oversight and Communication Plan that was described in step 3 of section 1.2 (process guidance for the Business Case).

Checklist 2: Mandatory compliance and oversight documents

|  |  |  |
| --- | --- | --- |
| **Compliance and oversight check list** | | |
| **Approval documents** | Date completed | Signed by |
| Partner consultations (minutes, letters) |  | RR |
| Approval of business case |  | RR / Regional Director |
| Counterpart consultation (minutes, letters) |  | RR |
| Security clearance |  | Senior Security Manager |
| Delegation of representational authority |  | RR |
| Delegation of operational authority |  | RR |
| **Reporting / oversight** | Frequency | Responsible |
| Reporting from presence to CO | Every X months | Head of Presence |
| Operational oversight mission | Every X months | Country Office Operations manager |
| Programmatic oversight mission | Every X months | Country Office Programme Director |
| Reporting from CO to RB\* | Annually | RR |
| Evaluation / business case review | xxx | RR |

*\* in case of corporate funding*

Then proceed to file the business case. Depending on the organization of your office, the completed business case (with signed originals of relevant documents) should be filed in the operations records of the Country Office or in the Registry. You should also file the business case electronically. Consider uploading all items in ATLAS as attachments to the ATLAS project related to the presence.

3. Set-up process

Once you have received clearance for the presence, you can start setting up the office. It is important to note that the UNDP standard policies are applicable to establishing a local presence. Refer to relevant sections of the UNDP [Programme and Operations Policies and Procedures](http://content.undp.org/go/userguide/?lang=en#top) for details. The following sections provide process recommendations and tips that are based on lessons learned and best practices identified by Country Offices. Refer directly to specific sections of relevance to you. Depending on the type and scope of procurement and recruitment involved, the process of setting up the office will take between ***1 and 6 months*** (see chapter 3.2).

*Tools, tips, templates and examples related to the set-up phase:*

|  |  |  |  |
| --- | --- | --- | --- |
| *Section* | ***Description*** | ***Type*** | ***Page*** |
| 3.1 | Set-up (plan 52) | Example | 53 |
| Redeployment and recruitment (plan 52) | Example | 53 |
| Generic procurement (plan 52) | Example | 53 |
| Sudan – Operating budget of Kassala field office 53 | Example | 54 |
| 3.2 | Key elements of the set-up plan 56 | Checklist | 57 |
| Use of project planning software 57 | Tip | 58 |
| Clarifying functions and reporting lines 59 | Tip | 60 |
| Resources for advertising vacancies 60 | Textbox | 61 |
| Somalia - Procurement risk management strategy | Case study | 62 |
| Elements of a procurement plan | Checklist | 64 |
| Preparing for the arrival of new staff | Checklist | 65 |
| Elements of the induction plan | Checklist | 66 |

*In addition, the annex provides the following templates ready for use:*

|  |  |
| --- | --- |
| ***Template Name*** | **Template Number** |
| [Budget of a presence](http://managingchange.undp.org/Local_presences/Templates/04_Budget_of_Presence_01D.XLSX) | 04 |
| [Table for business process mapping](http://managingchange.undp.org/Local_presences/Templates/12_Table_Business_process_mapping_01D.docx) | 12 |
| [Business process chart for mapping](http://managingchange.undp.org/Local_presences/Templates/13_business_process_chart_for_mapping_01D.pptx) | 13 |
| [Procurement plan](http://managingchange.undp.org/Local_presences/Templates/17_Procurement_Plan_01D.xlsx) | 17 |

3.1 Components

The set-up process consists of 5 main components: planning, establishment of an operating budget, recruitment, procurement, and induction and training.

Figure 6: Components of the set-up process



All activities necessary to set up the presence will be summarized in the **set-up plan**. To establish this plan, you should identify and define all tasks that need to be completed to establish the fully functioning presence. Based on duration of different tasks and their relationship to each other, these will be scheduled and organized in sequence. The definition of joint progress review milestones should help everyone keep on track and implement corrective measures, if necessary.

A separate **operating budget** (see [example 22](#Kassala_operating_budget)) for the presence should be established as a separate management project in ATLAS (similar to the cost-recovery process for agency services). This budget should be structured into set-up costs (equipment, recruitment, initial security of premises, programmatic activities, staff induction etc) and recurrent costs including staffing, operational costs, security, travel, and training.

Secondly, you should finalize your **redeployment & recruitment plan** (see example 19) and launch the recruitment and staffing process which consists of the finalization and/or review of job descriptions (for reassigned staff). Then, vacancies will be advertised and candidates selected and contracted. Provided the presence has been approved at all relevant levels and you are certain about the availability of funds, you can launch this human resource process in parallel to the establishment of the detailed budget. Note, however, that a Code of Accounts (COA) is required before a contract can be established.

Simultaneously, you should finalize the **procurement plan** (see example [21](#Procuremnt_plan), use template [17](http://managingchange/Local_presences/Templates/17_Procurement_Plan_01D.xlsx)), which includes – in addition to the information already established in the set-up plan – more details about the type of items to be procured, budget codes, and delivery information. Based on the finalized plan, technical specifications/terms of reference will be elaborated before launching the relevant procurement processes. Quality control and deployment of goods will be final steps.

When a sub office is established many of the staff, SC and SSA holders may be new to the working arrangements in sub offices, and some to UNDP altogether. A thorough induction will facilitate a smooth adjustment for the “newcomers” and improve synergies and working relationships with existing staff, reassigned from the CO or other places. Therefore, it is highly recommended to establish an **induction kit**, conduct induction **training** and to present new staff to counterparts and partners, as needed.

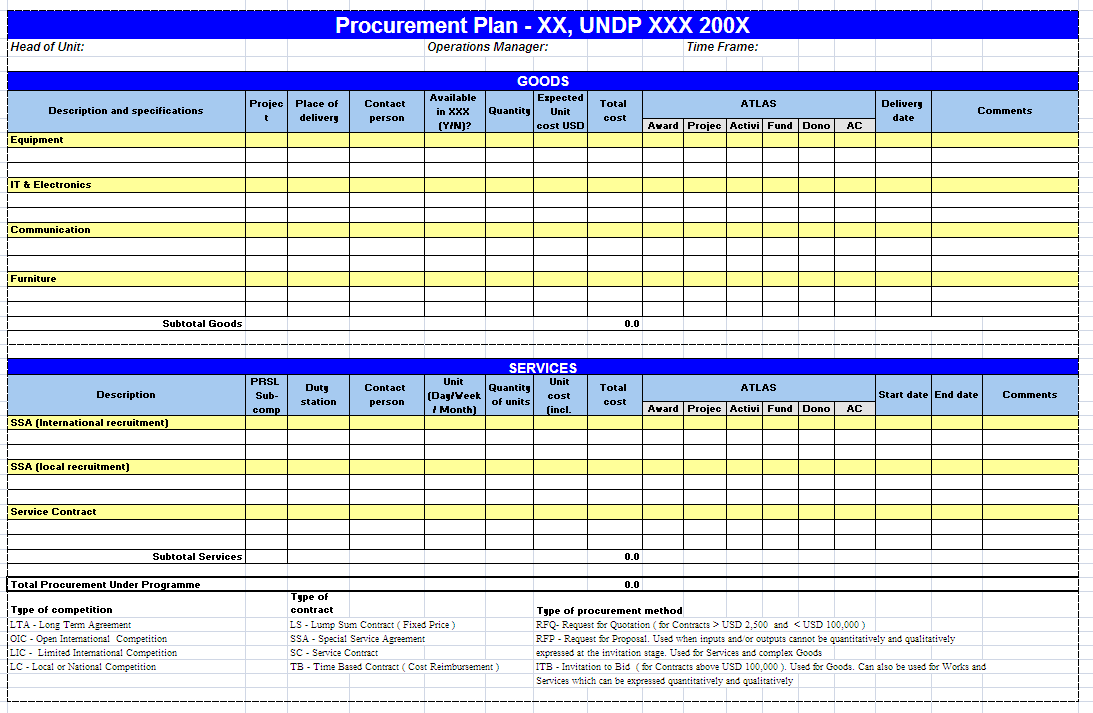
Example 19: Set-up plan

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Item | Activity | duration | start | End | responsible |
| 1. Deploy water rehabilitation system for the office | 1. Establish SPECS | 2 days |  |  |  |
| 1. Bidding process | 20 days |  |  |  |
| 1. Delivery process | 20 days |  |  |  |
| 1. Goods receiving & quality control | 2 days |  |  |  |
| 1. Dispatch via logistics company | 6 days |  |  |  |
| 1. Installation | 2 days |  |  |  |
| ***Duration*** | ***52 days*** |  |  |  |
| 1. Deploy VSAT Communication system | Etc. |  |  |  |  |
| Etc. |  |  |  |  |  |

Example 20: Redeployment and recruitment plan

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Redeployment & Recruitment plan | | | | | | | |
| Redeployment |  |  |  |  |  |  |  |
| Position | Name | Grade | Current location | New location | Modality | JD/payroll change | EOD |
| Operations Manager | XX |  | xx | xx | Reassignment  /mission /detail | Done | Pending |
| Etc. |  |  |  |  |  |  |  |
| Recruitment |  |  |  |  |  |  |  |
| Position | Grade | Duration | Vacancy deadline | Interview date | Selection status | Contract | EOD |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |

Example 21: Generic procurement plan

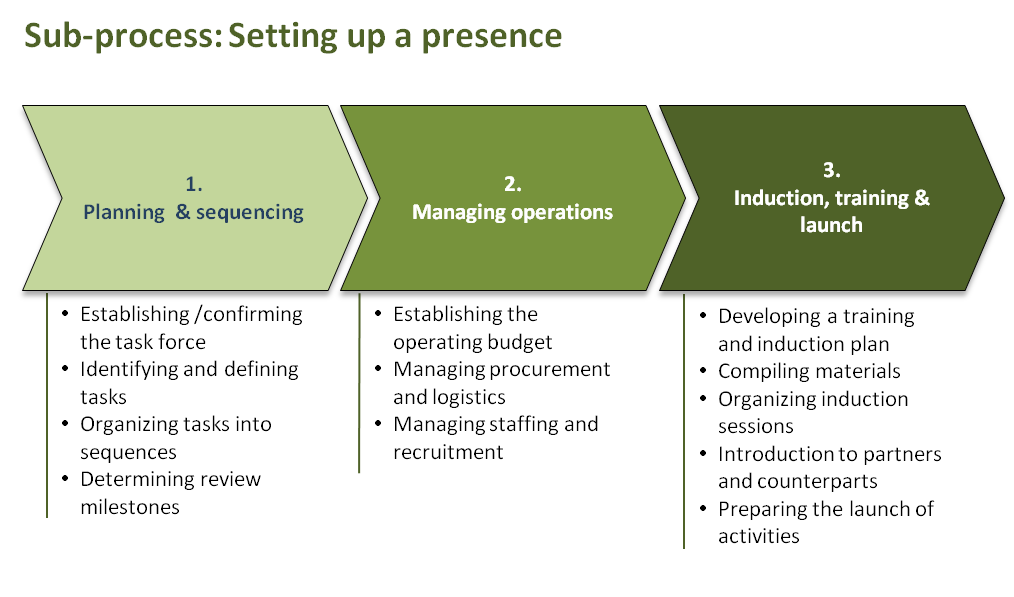
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Example 22: Sudan – Operating budget of Kassala field office

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Staff** | | | | | | | | | |
| **Code** | **Budget description** | **Title** | **Level** | **Cost/month** | **# of months** | **Subtotal** | **Qty Needed** | **Subtotal** | **Total cost** |
| 61300 | Salaries and Post Adj. Cst Staff | Head of Office | L4 (ICSC11) | $18,295.46 | 12 | $219,545.52 | 1 | $219,545.52 | $219,545.52 |
| 61100 | Salaries-NP staff | Operation Manager | NOB (ICSC9) | $2,750.00 | 12 | $33,000.00 | 1 | $33,000.00 | $33,000.00 |
| 61100 | Salaries-NP staff | Finance Analyst | NOA (ICSC8) | $2,150.00 | 12 | $25,800.00 | 1 | $25,800.00 | $25,800.00 |
| 61100 | Salaries-NP staff | Liaison Officer | NOA (ICSC8) | $2,150.00 | 12 | $25,800.00 | 1 | $25,800.00 | $25,800.00 |
| 61200 | Salaries-GS staff | Admin/Logistic Associate | GS6 | $1,150.00 | 12 | $0.00 | 1 | $0.00 | $0.00 |
| 71400 | Contractual Services-Individ | Driver | SC2 | $936.00 | 12 | $11,232.00 | 3 | $33,696.00 | $33,696.00 |
| 71400 | Contractual Services-Individ | Security Guards | SC2 | $650.00 | 12 | $7,800.00 | 9 | $70,200.00 | $70,200.00 |
| 71400 | Contractual Services-Individ | Cleaner | SC1 | $420.00 | 12 | $5,040.00 | 4 | $20,160.00 | $20,160.00 |
| **Total Staff Cost** | | | | | | | | | **$428,201.52** |
| **Travel** | | | | | | | | | |
| **Code** | **Budget description** | **Type of cost** | **Cost/month** | **# of days** | **# of months** | **Subtotal** | **No. of staff** | **Subtotal** | **Total cost** |
| 71600 | Travel | Travel-Tickets -International | $364.00 | 1 | 6 | $2,184.00 | 1 | $2,184.00 | $2,184.00 |
| 71600 | Travel | Travel-Tickets -Local | $400.00 | 1 | 4 | $1,600.00 | 4 | $6,400.00 | $6,400.00 |
| 71600 | Travel | Daily Subsistance Allow-Intl | $255.00 | 6 | 6 | $9,180.00 | 1 | $9,180.00 | $9,180.00 |
| 71600 | Travel | Daily Subsistance Allow-Loc | $74.00 | 4 | 8 | $2,368.00 | 4 | $9,472.00 | $9,472.00 |
| 71600 | Travel | Daily Subsistance Allow-Loc | $204.00 | 4 | 8 | $6,528.00 | 4 | $26,112.00 | $26,112.00 |
| **Total Travel Cost** | | | | | | | | | **$53,348.00** |
| **Office Management Cost** | | | | | | | | | |
| **Code** | **Budget description** | **Type of cost** | **Cost/month** | **# of months** | **# Needed** | **Subtotal** | | | **Total cost** |
| 72500 | Supplies | Stationery and other supplies | $600.00 | 12 | 1 | $7,200.00 | | | $7,200.00 |
| 72400 | Communic &Audio Visual Eqp | Internet/VSAT/Running Costs | $2,300.00 | 12 | 1 | $27,600.00 | | | $27,600.00 |
| 72400 | Communic &Audio Visual Eqp | Mobile telephone charge | $125.00 | 12 | 5 | $7,500.00 | | | $7,500.00 |
| 73100 | Rental & Maintenance-Premises | Office rental | $2,500.00 | 12 | 1 | $30,000.00 | | | $30,000.00 |
| 73100 | Rental & Maintenance-Premises | Utilities (water/ elecricity/garbage) | $600.00 | 12 | 1 | $7,200.00 | | | $7,200.00 |
| 73400 | Rental & Maintenance- other eqp | Vehicle maintenance | $500.00 | 12 | 3 | $18,000.00 | | | $18,000.00 |
| 73400 | Rental & Maintenance- other eqp | Vehicle fuel/oil | $500.00 | 12 | 3 | $18,000.00 | | | $18,000.00 |
| 73400 | Rental & Maintenance- other eqp | Generator fuel/oil | $350.00 | 12 | 1 | $4,200.00 | | | $4,200.00 |
| 73400 | Rental & Maintenance- othe eqp | Generator maintenance | $1,000.00 | 4 | 1 | $4,000.00 | | | $4,000.00 |
| 72800 | Information Technology Eqp | Information technology supplies | $420.00 | 12 | 1 | $5,040.00 | | | $5,040.00 |
| **Total office management cost** | | | | | | | | | **$128,740.00** |
| **Office development cost** | | | | | | | | | |
| **Code** | **Budget description** | **Type of cost** | **Cost/month** | **# of Months** | **No. Needed** | **Subtotal** | | | **Total cost** |
| 72800 | Information Technology Eqp | Dell Laptop Computers | $2,000.00 | 1 | 5 | $10,000.00 | | | $10,000.00 |
| 72800 | Information Technology Eqp | Dell Desktop Computer | $1,450.00 | 1 | 3 | $4,350.00 | | | $4,350.00 |
| 72800 | Information Technology Eqp | HP Laserjet printer (2015) | $450.00 | 1 | 2 | $900.00 | | | $900.00 |
| 72800 | Information Technology Eqp | HP Laserjet printer (4250n) | $1,400.00 | 1 | 2 | $2,800.00 | | | $2,800.00 |
| 72400 | Communic & Audio Visual Eqp | VHF Radio | $300.00 | 1 | 12 | $3,600.00 | | | $3,600.00 |
| 72400 | Communic & Audio Visual Eqp | Fax Machine | $500.00 | 1 | 1 | $500.00 | | | $500.00 |
| 72800 | Information Technology Eqp | Heavy Duty Photocopier (Rich) | $4,500.00 | 1 | 1 | $4,500.00 | | | $4,500.00 |
| 72800 | Information Technology Eqp | Scanner (HP-3800) | $350.00 | 1 | 2 | $700.00 | | | $700.00 |
| 72200 | Equipment & Furniture | Toyota Landcruiser | $65,000.00 | 1 | 1 | $65,000.00 | | | $65,000.00 |
| 72200 | Equipment & Furniture | Minibus | $30,000.00 | 1 | 1 | $30,000.00 | | | $30,000.00 |
| 72200 | Equipment & Furniture | Generator (60KVA) | $10,000.00 | 1 | 1 | $10,000.00 | | | $10,000.00 |
| 72800 | Information Technology Eqp | UPS | $250.00 | 1 | 5 | $1,250.00 | | | $1,250.00 |
| 72200 | Equipment & Furniture | Shredder | $300.00 | 1 | 1 | $300.00 | | | $300.00 |
| 72200 | Equipment & Furniture | Office furniture | $15,000.00 | 1 | 1 | $15,000.00 | | | $15,000.00 |

3.2 Process Guidance

The final deliverable of the set-up stage is a functional presence that is fully staffed and equipped:



*How to organize the set-up phase / steps:*

The sub process is composed of **3 consecutive steps** (see above chart). Note that while induction should be completed before staff takes up its functions, training will typically be carried out continuously during the duration of the presence.

*How long will this phase take?*

The time it will take to set up a local presence is mainly determined by the complexity of the recruitment and procurement exercises as well as the works related to rehabilitation and MOSS compliance. If international procurement and recruitment is involved, it **typically takes** **3-6 months**. The time period can be reduced through a carefully planned set-up process.

*How to manage the set-up phase:*

It is recommended that the set-up process be coordinated by a designated manager assisted by a task force. Keep on communicating with the entire office during the set-up process. Heads of units should be regularly made aware of progress. If international procurement and recruitment is involved in the set-up process, you should consider communicating with the UNDP Advisory Committee on Procurement and with your Human Resources Team right from the beginning. Especially on the procurement side, early planning and coordination might save you valuable time and effort.

Step 1: Planning and Sequencing

During this step, the set-up plan will be developed and activities sequenced.

|  |  |
| --- | --- |
| To be involved: | * Procurement Specialist * Human Resources Specialist * Finance Specialist |
| Deliverables: | * Presence Set-up plan |
| Estimated timeframe: | 2 days ( 5 days) |
| [Related POPP section](http://managingchange.undp.org/Local_presences/reference%20docs/00_02_POPP_Local_Presences.doc) | “All activities necessary to set up a local presence should be organized into sequences to ensure proper planning and setup of the presence. It is recommended to establish a specific set-up plan that includes and sequences all activities required to set up the local presence, notable as relates to the establishment of an operating budget, recruitment, procurement as well as to induction and training. Relevant headquarters units (OHR, PSO, OFA) should be informed and consulted as appropriate. “ |

**Who**

This step will be carried out by the designated manager in collaboration with a task group responsible for the set-up of the office. The task group should include the following profiles: Finance, logistics, procurement, human resources, and programme.

**How**

The set-up process mainly consists of operational activities (procurement, recruitment, logistics, etc.) and the responsibility of each of the task group members should be discussed. You can opt to jointly establish a plan and delegate implementation to respective task group members or to work together on a weekly basis. In either case, you should agree on key milestone dates at which you jointly review the progress you made and ensure the set-up remains on track. Your overall plan will probably include the following sections:

Checklist 3: Key elements of the set-up plan

|  |  |
| --- | --- |
| * Procurement and installation of office equipment, transport equipment, security equipment, communication equipment * Contracting of security providers * Security assessment and actions required for MOSS compliance * Office rehabilitation / refurbishment / rental | * Recruitment / staff redeployment * Staff induction / training * Establishment and funding of operating budget * Partner / counterpart notification and/or introductions |

In addition, you might already think about how to engage with local authorities and which activities to launch first. Depending on the type of planned programme and the context, you might decide to carry out a programmatic assessment mission to identify and plan priority activities to launch as soon as the office is up and running. This mission could also be the opportunity to engage with local counterparts and partners, and involve them in the office set-up process. If not done before, you might also want to identify the office location and/or discuss with the local administration whether a public building can be provided to accommodate the office, and to carry out a detailed security assessment to determine MOSS requirements – and related actions – as part of this mission.

Note that the set-up of a local presence requires the amendment / updating of the business continuity plan (BCP) of the office. Depending on the size of the presence, the Country Office might also decide to develop a separate business continuity plan for the local presence that is linked with the Country Office BCP. Please refer to the [business continuity management](http://practices.undp.org/management/security/business_continuity.cfm) guidance provided by the security office for further details.

Planning and sequencing can be done relatively quickly. Most information about procurement, staffing, security etc. is already compiled in the business case of the presence. Therefore, the main challenge is to identify all activities that need to be done in order to deploy/realize each of the required items. Example [19](#setup_plan) illustrates how you could break down items into activities. To save time and allow for cross-fertilization and verification, consider establishing the set-up, recruitment and procurement plans as part of a joint work effort (see step 2).

Once all activities are determined, you should try to sequence them. Many of the items are dependent on each other (example: equipment can only be installed in the local presence once the offices are rehabilitated / ready), others can be planned independently from each other (example: staff induction in the main office can happen even if the equipment is not yet installed in the local presence). Based on this reflection and the duration for the deployment/realization of each item, you can determine the appropriate start date for each activity.

Based on lessons learned from the field, it is recommended that you **first establish the operating budget and ensure its funding before you proceed with procurement and recruitment**. Sequence the latter carefully to **ensure that the offices are ready before the bulk of staff arrives**. If time allows, it might be good to have the head of office arrive first to let him participate in the recruitment of key positions and the overall set-up of the office. Don’t lose sight of the fact that MOSS compliance needs to be guaranteed before any staff is posted.

Tip 8: Use of project planning software

|  |
| --- |
| The use of specific project planning software (such as Microsoft Project) allows you to plan and sequence activities and might therefore be helpful. Contact OIST (UNDP Headquarters) to learn about available licenses. |

While planning for the set-up of the office, you should review the “living conditions” in the location of the presence to be set up. Measures that can improve living conditions and therefore contribute to staff well-being such as the provision of basic work-out facilities, specific nutrition, safe drinking water, satellite television as well as access to personal counseling and specific communication channels with designated Country Office staff, need to be included in the set-up plan. See example 27 for minimum standards that can be adapted to the context.

Step 2: Managing operations

During this step, you will establish the operating budget and manage recruitment and procurement processes.

|  |  |
| --- | --- |
| To be involved: | * Human Resources Specialist * Procurement Specialist * Finance Specialist * As appropriate: Head of sub office |
| Deliverables: | Immediate deliverables:   * Operating budget of the presence * Redeployment and recruitment plan * Finalized Job Descriptions * Technical specifications for goods to be procured * Procurement plan * Logistics and deployment plan   Final deliverables:   * Staff recruited * Goods and services procured * Presence is functional and ready for launch |
| Key tools: | * Redeployment & recruitment plan template * Job description templates * Contract templates * Technical specifications template * Procurement plan template ([***template 17***](http://managingchange.undp.org/Local_presences/Templates/17_Procurement_Plan_01D.xlsx)) |
| Estimated timeframe: | *1-6 months (office set-up can be sequenced)* |
| [Related POPP section](http://managingchange.undp.org/Local_presences/reference%20docs/00_02_POPP_Local_Presences.doc) | “The operating budget should be established before the procurement and recruitment of staff will be launched. Note that all operations relating to the setting up of a local presence are governed by UNDP rules and regulations. Consult relevant sections of the POPP for details regarding the operational sub processes (procurement, recruitment).”   * Finance : <http://content.undp.org/go/userguide/finance/?lang=en#top> * Procurement : <http://content.undp.org/go/userguide/cap/procurement/> * Recruitment: <http://content.undp.org/go/userguide/HR/?lang=en#top> |

**Who**

The budget needs to be established by the designated manager in close collaboration with the Country Office Operations Manager and approved by the Resident Representative/Country Director. Finance and Operations staff should be involved as appropriate.

Regarding recruitment, selected panel members of the selection committee and the DRR-O/Operations Manager of the Country Office will be involved in addition to the Human Resource Specialist.

The procurement process will be mainly carried out by the Procurement Specialist of your operations. Depending on the type of good, you should consider to involve office staff with specific expertise or external consultants (such as engineers, equipment experts, etc.). The headquarters based Procurement Support Office should be kept informed and can provide important guidance.

The Learning Manager of the Country Office should in cooperation with the Head of Human Resources and the Operations Manager/Head of the sub office develop an induction package as well as later on, when most staff is on board, a learning calendar and training plan.

**How**

*Note that UNDP rules and regulations fully apply. Refer to the relevant section of the UNDP POPP.*

Establishing the operating budget

There are various options when it comes to establishing the operations budget of the presence in ATLAS. Based on lessons learned from the field, it is recommended for project offices serving several projects, sub offices and UN coordination offices to establish a separate management budget in ATLAS (including all budget items including all operating expenditures related to the set-up and running of the presence). Budgets for project offices serving only one project should be included in the respective project budget.

Funds will be transferred into the management project through an initial budget revision and GLJE (“[General Ledger Journal Entry](http://managingchange.undp.org/mads.svendsen/Desktop/Desktop/HQ%20engagements%20(open)/sub-office%20BCPR/Prep%20of%20MPN%20package/hyperlink%20to%20Jobaid)”) operations as required - see below textbox for details. Similar to the cost recovery process for agency services, funds should transit the CO DPXB account independent from their origin:

* **Costs are funded through CO DPXB:** Funds will be transferred into the management project through budget revision.
* **Costs are shared through projects:** Funds should be first recovered from the project budget to the CO DPXB account through GLJV and subsequently transferred into the management project through budget revision.
* **Costs are funded from external resources (donors, government):** Funds will be transferred through budget revision into the management project.

There are different ways to share costs through projects. While arrangements vary from context to context, it is important to establish transparent criteria to determine the share of costs that a project needs to carry. Useful criteria are:

* The square meters the different projects are occupying in the presence
* The number of staff of the different projects
* The total (expected) delivery volume of the projects
* The duration of projects

For example (using the square meter criteria) refer to the [Kassala business case](http://managingchange.undp.org/Local_presences/reference%20docs/03_Business_%20Case_Sudan_Kassala_SO.doc) of the Sudan Country Office.

The “owner” of the management project should initially be the Head of Operations of the Country Office. This responsibility can later be transferred to the Head of sub office/Operations Manager. Ideally, available funding before the actual set-up of a sub office should cover at least the first 6 months. While the funding will often only be received during the first 6 months of the presence, especially in crisis situations where funding might be subject to a flash appeal, the Country Office might consider providing start-up funds (DPXB resources, etc.) that will be reimbursed as soon as additional funding is received. However, this should only be done in case there is a reasonable expectation to receive the required funding, ideally based on firm (written) pledges.

Recruiting and staffing the presence

Finalize the Redeployment and recruitment plan. This plan entails the key activities of the process, ownership, timing, status, etc (see [example 20](#recruitment_plan)). Then proceed to finalize the job descriptions of the positions based in the presence. Refer to examples of TOR for key positions including the Head of Office, the Operations Manager, the Programme Officer and the Finance Assistant.

Tip 9: Clarifying functions and reporting lines

|  |
| --- |
| Use this opportunity to rethink the distribution of roles and responsibilities between positions in the local presence and between positions in the local presence and in the Country Office. Especially if you already had staff on the ground before opening the presence, the deployment of additional staff such as a Head of office might lead to significant functional and supervisory changes. Also keep in mind that arrangements and distribution of functions needs to be communicated very clearly to all involved staff. Giving in to the temptation of leaving certain difficult questions unresolved and “let the people figure it out themselves” could have significant negative consequences so it is encourages to spend the time it takes to clarify these elements upfront.  Once deployed, you should also foresee to spend some time ensuring that staff interactions work smoothly. Experience from practitioners shows that it typically takes 3-6 months until staff has fully embraced the arrangements. Through effective communication at the beginning and throughout the set-up phase you can facilitate this process significantly. |

*Reassignment / redeployment of staff*

While establishing the business case for the local presence, you have already decided whether/which staff will be reassigned. Without recruitment process, this is only possible through a relocation of a position from the Country Office to the local presence while the majority of functions will remain the same. Note that in case the majority of functions and/or the level of responsibilities change, the position will need to be advertised.

The redeployment of staff might lead to changes in the salary structure of the position in case the level of hardship and living conditions in the new location differs from the location of the Country Office. Changes in the ATLAS payroll need to be made accordingly.

The redeployment of Country Office core (“BSB-funded”) resources leading to an abolishment of a position in the Country Office and the creation of a new position in the local presence requires approval from the Regional Bureau. In light if the temporary nature of the local presence this is not recommended.

*Recruitment of new staff*

Despite pressing time lines it is important to draft good terms of reference and advertise them widely to attract a good candidate pool. The below textbox provides an overview of resources used by Country Offices to advertise positions depending on type, level and region.

Textbox 2: Resources for advertising vacancies

|  |
| --- |
| **Internet**   * Reliefweb: <http://www.reliefweb.int/> * Devnet: <http://www.devnetjobs.org/> * Drum Beat: <http://www.comminit.com/vacancies.html> * UN Jobs: <http://www.unjobs.org/> * UN Job List: <http://unjoblist.org/lists/> * Additional internet-based platforms: <http://intra.undp.org/ohr/ssap/internet_job_resources.htm>   **Journals**   * The Economist: <http://www.economist.com> * Jeune Afrique: http://www. [www.jeuneafrique.com](http://www.jeuneafrique.com) * The Asian today : http://[www.theasiantoday.com/](http://www.theasiantoday.com/)   **Other platforms**   * Local / national newspapers * Local / national radio stations |

During selection processes, Country Offices can face serious bottlenecks. In order to expedite the recruitment process, it is necessary to establish in advance well-briefed short-listing and recruitment panels, and to make sure members are available as required. Consider to involve colleagues from other agencies as well as development partners and government counterparts, as appropriate.

In immediate crisis conditions, [SURGE](https://sharepoint-gw.undp.org/DEST/https:/federated.sharepoint.undp.org/sites/SURGE/SURGETOOLKIT/Pages/Default.aspx/?whr=https://sharepoint-gw.undp.org/idp.xml) support for the set-up and staffing of presences can be requested. However, note that this support usually does not go beyond 3 months.

Following the contractual reform in UNDP, the contract modalities were simplified. While you can consider temporary assignment (TA) contracts for positions below 12 months, core staff of the local presence for more than 12 months should be contracted through fixed term assignments (FTA). Special Service Agreements (SSA) and service contract (SC) modalities should be avoided.

During interview panels, interviewed candidates should be appropriately informed about the assignment, the context of the position and the living conditions in the duty stations to enable them to take an informed decision and avoid “unpleasant surprises”. It is helpful to prepare briefing elements to be communicated during the interview.

Procuring and deploying goods

*Establish technical specifications (Specs)*

If a considerable amount of specialized procurement needs to be undertaken, where for instance engineering knowledge, etc is required, the office should consider initial support to write specifications from qualified consultants. This is to ensure that the specifications issued are sufficiently concrete and that local conditions are taken into account.

However, most of your equipment will probably consist of standard procurement items that your office is used to procure. In case helpful, you should contact the headquarters-based [Procurement Support Office](http://practices.undp.org/management/procurement/) to receive guidance as well as templates and tools. Standardised technical specifications exist for many items which can be easily modified to the local context. Keep in mind that UNDP Headquarters has established an important number of [Long Term Agreements](http://practices.undp.org/management/procurement/longtrm_agreements.cfm) (LTAs) with companies that your office can use to save time.

In establishing specifications, you will consider and confirm (a) whether a good can be procured locally, (b) the estimated price of the good to be procured, and (c) which type of procurement process needs to be carried out, and (d) whether it is required to get approval from the Local Contracts, Assets and Procurement Committee (LCAP) and Headquarters-based Advisory Committee on Procurement (ACP). You will also identify the desired arrangement for delivery and deployment. Depending on the access to the location of the presence, options range from having the items first delivered to the Country Office to organizing for delivery directly at the location of the presence. Especially in post-crisis context, security considerations need to be taken into account to ensure that you are able to undertake quality control against the specs of the of the procured goods (such as vehicles, computers, etc.) in safety (refer to the [procurement risk management strategy](http://managingchange.undp.org/mads.svendsen/Desktop/Desktop/HQ%20engagements%20(open)/sub-office%20BCPR/Prep%20of%20MPN%20package/hyper) of the Somalia Country Office).

Case study 1: Somalia - Procurement risk management strategy

|  |
| --- |
| **Risk management strategy \*** : The purpose of the business and risk management strategy is to guide and assist staff members in how to manage risks, for example related to procurement of services, supplies and works. The framework should clarify what types of information will be needed for decisions to be made in a timely fashion and how to handle ambiguous situations. It is proposed to formalize discussions through risk management committee meetings, and to document and log the decision-making processes to ensure due diligence.  One of the challenges of such plans is to ensure active implementation. The best way to ensure that the risk management strategy remains a meaningful document and is effectively implemented in the CO context is perhaps to ensure continued monitoring and consultation with stakeholders and implementing units. In this regard the ACP has recently advised that for complex civil works, it is advisable to set up a Risk Management Committee that reviews performance and risks on an ongoing basis. In the UNDP Somalia CO it has been proposed that this applies for all major procurements in Somalia due to the complexity and high risk nature of the context, equal also to other conflict/recovery settings. A Risk Management and Dispute Review Committee is being established to (1) oversee the execution of the risk management plan and, (2) review and revise the plan as needed, and (3) to provide a forum for dispute management in the CO. Note on the latter that the Risk and Dispute Management Committee will be receiving/reviewing claims against UNDP and provide a forum for review of disputes. The forum will evaluate on a case-by-case basis and ensure that disputes are forwarded to the appropriate body for handling/settlement and in cases where no resolution is possible locally the case will be escalated to UNDP’s Legal Support Office (LSO). The Committee is therefore not suggested to undertake proceedings, but be an informal mechanism to review grievances and seek to resolve them amicably. The Dispute Management Committee is a means to ensure that disputes are handled in a consistent and transparent manner. The designation of a Risk Management and Dispute Review Committee is a starting point for UNDP Somalia’s commitment to controlling risk.  **Risk logs for civil works in conflict/recovery settings:** The ACP has several times expressed concern with UNDP COs involvement in managing civil works contracts, as often the CO’s do not have the required skills and capacity in place to fully manage all steps of the process. Conducting civil works in conflict/recovery settings further enhances already inherent risks i.e. in addition to the usual procurement risks one also is dealing with imperfect supply markets, lack of regulatory bodies, likelihood of collusion and cartel development, manipulation of site supervision and certification through threats and intimidation. A systematic approach to managing risks for high risk/high value contracts for Works and Services is therefore necessary, especially in conflict settings. In the Somalia CO the office has developed a Risk Management Log format (based on a former IAPSO format), which allows for the identification of inherent risks according to normal construction/service deliverables, including Time, Cost, Quality and Scope. The matrix allows for a preliminary risk assessment according to general indicators (risk classification) and a detailed risk assessment allowing for the identification of risk management actions, including determining risk treatment options (Acceptance, Avoidance, Transfer or Reduction). The format is now an integral part of every CAP submission for Professional Service Contracts and Contracts for Works in Somalia > 100,000 USD. It is expected that the risk management format will enable the systematic capture of lessons learned from earlier contract failures and over time constitute the “institutional memory” on implementation risks in Somalia. In addition to ensuring systematic mitigation of risks, the format also allows for the ”protection” of the procurement practitioner as the requesting entity will need to sign off on and state clearly that it – on balance – wants the procurement in question to be undertaken although it is understood that the risks are considered to be high or, in some cases, even very high. The requesting unit will be signing off on the fact that the suggested mitigation measures are found appropriate and sufficient. In case the procurement fails, the procurement practitioner can be held accountable for the implementation of the agreed mitigation measures, but not for the range of externalities that may not have been foreseen or could not be mitigated. (A similar approach could be adopted with donors in conflict areas i.e. agreeing on appropriate mitigation measures upfront and hence sharing responsibility for potential project/programme failure in high volatile scenarios).  **Risk checklist for new works:** Additional, often obvious but sometimes forgotten, risks evolve when conducting new construction works within a conflict/recovery setting. These risks include the appropriate confirmation of landownership i.e. the requesting counterpart could very well request the UNDP to build on land which does not belong to them. Sometime later the person who owns the land might contact UNDP and seek clarification (and ultimately compensation) for building on her/his land. The requesting counterpart entity may in the meantime no longer exist in its previous form due to political changes and no accountability will be applicable on part of the counterpart entity. Another risk involves building on toxic or polluted land. In 2003 a UNDP Somalia programme unfortunately built several schools and water boreholes on what was later confirmed as polluted land. The land was polluted as a consequence of conflict, in this case bombed out warehouses with toxic material. However UNDP was held accountable by the local media and government. Ultimately, UNDP needed to find additional funds to assist in conducting a clean-up of the site. Another risk involves UXOs and mines – one needs to verify that no such items are on the proposed building site. Yet another risk is that of appropriateness of the site i.e. is UNDP for example unintentionally building a slaughterhouse in a residential area or next to a religious building? These sorts of sensitivities always need to be taken into account, but it can become extremely important in conflict/recovery settings where local discontent can lead to a physical security threat or lack of access to project sites. It should be noted that the above risks identified are based on actual experiences the field.  *\* Developed by the UNDP Somalia Procurement Unit* |

As much as possible, consider the local market in the location of the presence for procurement of equipment and smaller items such as stationary, furniture, etc.

*Preparing the procurement plan*

The procurement plan summarizes all information about the procurement to be carried out. The better it is prepared, the higher is the probability to have a well executed process that allows you to stick to your planned timelines. The following information should be included, either in the main plan or in its annexes (e.g. as part of the specs):

Checklist 4: Elements of a procurement plan

|  |  |
| --- | --- |
| * Type of good * Estimated price (range) * Type of procurement (national/international; RFQ, RFP, ITB, etc.) * Target date for delivery/deployment * Contact person | * Delivery location * Preferred deployment option (by vendor or by additional service provider) * Budget code * … |

The target date for delivery should be realistic in full consideration of logistical challenges as well as required approval processes such as LCAP and ACP review processes. Sequences should be established taking into account, preparation and processing time from issuance of the procurement notices until contracting.

The procurement plan and its development might serve as a tool to manage expectations with government counterparts/implementing partners as well as with donors and beneficiaries. Consider involving these as much as possible to allow for a full understanding of the challenges involved and why things may take some time.

*Local procurement handled by the presence*

Recurrent items for procurement are particularly suitable for local procurement handled by the presence. However, especially in the beginning when the presence is not fully staffed with professionals (ideally bringing with them the necessary knowledge of UNDP policies and procedures) and in order not to replicate a complete operations unit in the field due to its time-bound presence, it is recommended to include these items in the Country Office procurement plan.

Before transferring procurement processes to the local presence, it is important to build relevant capacities of staff. Procurement staff in the presence should pass the UNDP procurement certification. In addition, consider a training session on additional key aspects such as procurement risk management in order to increase the quality of submissions and, with it, ensure responsive processes that help in the achievement of results.

Step 3: Induction & Training

During this step, you will develop an induction package and a training plan for new staff.

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| To be involved: | * Designated manager * As appropriate: Head of sub office |
| Deliverables: | * Induction package for new staff * Training plan for new staff |
| Key tools: | * Template for Learning Calendar/Plan * Induction Package template |
| Estimated timeframe: | 1week (3 weeks) |
| [Related POPP section](http://managingchange.undp.org/Local_presences/reference%20docs/00_02_POPP_Local_Presences.doc) | “Appropriate induction and training is required to ensure that all staff to be deployed in the newly established presence has the minimum information and knowledge about the UNDP and the programme country required to successfully carry out assigned functions. Therefore, all newly recruited staff should receive a proper induction to UNDP and the Country Office. The induction should include information about the country including local living conditions in the location of the presence, the configuration of the local presence, management arrangements between the presence and the Country Office as well as general information about UNDP.”  See also: <http://learning.undp.org/> |

**Who**

The induction package as well as a Learning Calendar and training (induction) plan should be developed by the Learning Manager of the Country Office in cooperation with the Head of Human Resources and the Operations Manager as well as the head of the office (as appropriate).

**How**

Before deploying newly arrived staff in the local presence, you should plan for a period of 1-3 weeks of induction in the Country Office (see chapter 3.5). If this is not possible due to time constraints, you should plan for this as soon as possible.

Key objectives of the induction phase are to familiarize new staff with the UNDP environment, to provide guidance about where and how to access required information and to establish first contact and basic communication between the presence staff, Country Office colleagues and government counterparts and partners as appropriate.

It is important to be prepared for the arrival of newly recruited staff at Country Office level to avoid frustrations and confusion. Preparations should include:

Checklist 5: Preparing for the arrival of new staff

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| * Information about arrival to all Country Office staff (including brief information of the person and outline of his/her mission) * Hotel, transport and communication arrangements * Clear determination of a Country Office focal point * Induction kit * Induction plan * Deployment plan |

You should also provide additional information about living conditions and circumstances to the staff member so as to allow for necessary purchases and preparations before deployment. It is useful to provide hard copies of the induction package, ideally in form of CDs, and not only rely on online versions since internet connections often are poor or at least uneven. Refer to the [UNDP Sudan induction kit](http://managingchange.undp.org/Local_presences/reference%20docs/01_Induction_Kit_UNDP_Sudan.doc) as an example.

The induction should cover the following:

Checklist 6: Elements of the induction plan

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| * General Information on UN system, including the role of the Resident Coordinator, UNDAF, and CPAP. * Also it would be helpful to have an overview of the MDGs from a global and country specific perspective. * UNDP Programme Summary with details on key outcomes, partners, implementation arrangements, project management, monitoring and evaluation, and oversight. * Key principles of the working arrangement between the local presence and the Country Office, including activities planning and implementation, procurement, finance, HR as well as the ICF. * Safety & Security related information include compulsory training courses, process for security clearance, and local/regional risks. * Risk mitigation measures such as what to do in case of an earthquake, flood etc. * List of UN recommended physicians and medical facilities. * List of emergency phone numbers. |

II. MANAGING A DECENTRALISED STRUCTURE

The objective of this chapter is to share lessons learned and best practices regarding aspects which deserve particular focus in the context of managing a decentralized structure. The chapter does not aspire to cover the complexity of running decentralized operations. Instead issues, lessons and recommendations were selected based on a sounding with practitioners in Country Offices with important decentralized operations. It is envisaged that this section will expand in future versions of the Guidance Note based on feedback and inputs from the field.

In addition to providing recommendations with regards to the management of a decentralized structure, the following sections have been structured in a way that would allow you to incorporate them into the “Standard Operating Procedures” of your local presence, if you would want to document these.

*Tools, tips, templates and examples related to the section “Managing a decentralized structure”:*

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| --- | --- | --- | --- |
| ***Section*** | ***Description*** | ***Type*** | ***Page*** |
| *Section* | ***Description*** | ***Type*** | ***Page*** |
| 1 | Somalia – Application of the internal control framework | Example | 76 |
| 1 | Sudan – Atlas roles related to ICF | Example | 76 |
| 2 | Somalia – Description of a business process | Example | 77 |
| 4 | Sudan – Minimum standards for guest houses | Example | 78 |
| 5 | Annual project planning | Example | 79 |
| 5 | Regionalized ATLAS budget structure of a project (illustrative) | Example | 79 |
| 6 | Macedonia – Summary TOR for internal meetings | Example | 80 |

1. Internal control framework and delegation of authority

In order to translate the corporate [Internal Control Framework](http://content.undp.org/go/prescriptive/Financial-Resources-Management---Prescriptive-Content/download/?d_id=791249&g11n.enc=ISO-8859-1) into the office-specific internal control framework (ICF), every Country Office needs to determine the 3 authorities involved in a transaction (requesting, approving and disbursing):

* 1st authority: Requests transactions through approval of e-requisitions (payments, recruitments, etc.).
* 2nd authority: Approves Purchase Orders (POs) and vouchers. Potentially, there are additional review and/or approval steps.
* 3rd authority: “Disburses”/“commits” through signing of the PO, check, contract, and electronic wire transfer.

Typically Country Offices develop a document or memo to all staff that provides an overview of the CO-specific ICF. Examples [24](#ICF) and [25](#Atlas_roles) at the end of this section provide examples from the Somalia and Sudan Country Offices on how the ICF can be illustrated. Note that for very small presences it is sometimes not possible to separate the three ICF functions. Depending on your assessment of risks, you will therefore need to either combine the approval and disbursement function (2nd and 3rd authority), or leave one of the authorities at central level, i.e. with the Country Office.

Decisions on how the ICF will be implemented in the Country Office with a local presence are directly related to the delegation of operational authority and the distribution of ATLAS profiles and functions. Both should be done in writing and on an individual basis. While conceiving the business case, you are required to decide upon the level of representational authority and this is a good time to also think about delegation of operational authority. Note that it is important to officially designate a replacement/back-up for each delegated authority in the case of absence of the person with the officially delegated authority. Based on your assessment of risks and capacities, the replacement can be a staff based in the presence or in the Country Office. Please refer to [template 2](http://managingchange.undp.org/Local_presences/Templates/02_Delegation_of_authority_F.docx) in the annex for a corporately approved template.

The application of the internal control framework (ICF) to the newly established presence and the related delegation of operational authorities (DoA) to its staff have important practical implications for the functioning of the presence and of the Country Office as a whole. A general rule of thumb is that the more functions the presence is expected to perform the more delegation of authorities it will need. At the same time, based on a realistic assessment of needs and staff capacities, Country Offices might decide to keep approval functions at the central level, while operational processes are prepared at the local level.

Experience shows that there is a tendency to postpone decisions on ICF and DoA to a later stage after the establishment of a presence. In fact, the level of DoA often is a result of tedious negotiations between stakeholders and does not necessarily correspond to needs of the presence. An early analysis and decision will reduce the likelihood that you need to undertake time-consuming changes in the staffing and structure of the presence.

It is important to note that the level of delegated authority also will depend on the capacity of the staff of the presence. In deciding on ICF and DoAs, you will therefore need to consider:

* The functions the presence is supposed to carry out
* The risks involved in delegating authorities to staff of the presence
* The questions of whether it is more efficient to decentralize processes, or to keep them at the central level (“economies of scale” versus local gains in terms of flexibility)
* The capacity of staff involved

It is therefore best to decide on ICF and DoA before establishing the presence. Ideally this is done while developing the functional structure and staffing of the presence. This will also allow you to recruit staff with the required capacities (by including capacity requirements in the TORs and integrating questions in the interviews).

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| Lessons learned:   * In many cases, decisions regarding first, second and third authorities (ICF) are made once the presence is established. * Functions allocated to a presence and the type and level of delegated authority often do not correspond to each other leading to confusing, frustrations and bottlenecks. * Taking decisions regarding ICF and the delegation of authorities while developing the functional structure and organizational chart of the presence reduces the likelihood of unnecessary frustrations and/or need of important staffing changes at a later stage. * In smaller presences, it is sometimes not possible to separate the three ICF functions.   Recommendations:   * Base your decision on which operational authorities to delegate on the type and scope of functions the presence is expected to perform. * Before launching operations in the newly established presence reflect the decisions with regards to delegation of authority to the local presence (and linkages with the Country Office) in the CO guide on the application of the UNDP Internal Control Framework. Make sure to communicate the updates to all staff in writing. * The most appropriate moment to decide on questions regarding the ICF and the delegation of authority is when developing the functional structure and organizational chart of the presence. * Designate a replacement/back-up for each function to make sure that it will be covered in the absence of the relevant staff. |

2. Business processes

The business activities of the presence can be best captured and mapped through a description of all key business processes consisting of stages or steps, actors and activities. You will need to set up processes that are exclusively implemented at local presence level and review existing ones that are implemented partly at the local presence level *and* partly at the Country Office level, thus defining the interaction between the two offices. A description of a business process should determine who is doing what and when, and potentially under which conditions. Ideally, the description also includes time lines for each process step. For more details on generic UNDP business process mapping and reengineering, consult the [Toolkit for Managing Change](http://managingchange.undp.org/3b_what_is_process.cfm).

Similar to the lessons learned on ICF and DoA, experience shows that many Country Offices experience high levels of confusion on processes during the first 6-12 months of operations, which can significantly slow down delivery and create unnecessary tensions and frustrations.

It is therefore worthwhile investing some time mapping and reviewing business processes at an early stage of the existence of the presence (see [example 26](#business_process_description)). A good moment to do this is soon after the business case is approved and the set-up operations have started. Business process mapping should be combined with process reengineering to improve efficiency of operations. Once you have mapped a process, you might therefore want to review it as a whole considering the following questions:

* Are all involved actors and steps reflected? Does the process include consultations with external actors that require time and need to be integrated in the description?
* Can any of these steps be combined, especially if the same person/team is responsible and steps are not consecutive?
* Are all steps required, or can you leave some of them out?
* Can you reduce process times by changing the order of, and combining certain steps
* Can you reduce “back-and-forth” elements, especially between the presence and the Country Office?
* How much time of the process time is spent on value-adding activities (“producing”), how much on control activities (reviewing, approving, etc,)? Can the share of control activities be reduced without increasing the process and compliance risks significantly?
* Is the process compliant with the [Internal Control Framework](http://content.undp.org/go/prescriptive/Financial-Resources-Management---Prescriptive-Content/download/?d_id=791249&g11n.enc=ISO-8859-1)?

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| Lessons learned:   * During the first 6-12 months of existence of a presence, there is often a lot of confusion about roles and processes. * The development of business process descriptions can help to reduce levels of confusion significantly.   Recommendations:   * Develop business process descriptions as soon as the business case is approved and the operations for setting up the presence are to be launched. * Use the opportunity to undertake a business process reengineering, reviewing processes from an efficiency point of view. |

3. Management of financial resources at local level

Depending on the circumstances and environment of a local presence, the management of financial resources can be one of the most difficult and risk-prone aspects of operations. To endow presences with financial resources and allow them to function on a daily basis, three modalities are being used – in various combinations – by Country Offices (in order of increasing risks): 1) Establishment of a local bank account, 2) use of money vendors, and 3) cash-based operations (courier service, working advances).

As a general principle, it is recommended that Country Offices limit transactions that involve cash to the minimum possible. Therefore, the use of a **local bank account** is the preferred and corporately recommended modality to avail financial resources to the local presence. Precondition for this modality is of course that there is a functioning banking sector in the country and a branch at the local level. In this case, the Country Office can request approval from headquarters Treasury to establish a bank account for the local presence, open the account, and designate signatories for the account (minimum two for the local presence plus one replacement). Local payments can then be issued through bank checks, money payment orders or electronic wire transfers (if supported by the local bank).

The second-best modality is the use of **money vendors**. In this case, the UNDP Country Office locally contracts one or several money vendors through a procurement process. Based on payment requests from UNDP (the specific format needs to be agreed upon with the money vendor; usually scanned forms signed by the director of operations and send by email are accepted), the vendor issues payments to the beneficiaries. In some cases, private money vendors offer clients to open accounts similar to those of a commercial bank. In that case, clients can choose to receive the payment in cash or in the form of a credit to their account.

In cases where UNDP cannot rely on commercial banks or money vendors, it is sometimes required to use cash-based operations, namely through the use of **courier services** (refer to the UNDP [rules and regulations on cash and safe management](http://content.undp.org/go/userguide/finance/cash-bank-invest/cash-mgt/?lang=en#top)). In this case, UNDP contracts a courier services to transfer the money to a specific individual or institution. The latter should ideally be the beneficiary. If the courier service cannot pay the beneficiary directly, the Country Office might be required to send the cash via courier service to the local presence which needs to deposit it in a specially installed safe. Petty cash regulations apply to this modality, and the maximum amount allowed to be stored in a safe is $5,000.

As a last resort, where no commercial bank and money vendor can be used and no courier service is available, Country Offices have used **working advances** to individuals, whereby UNDP staff receives cash and carries it personally to the required beneficiary/location.

A good way to reduce the risk of money transfers through private vendors is to negotiate a modality under which a local vendor advances the cash based on a UNDP payment request and is reimbursed by UNDP for the payment upon presentation of reporting documents as specified in the contract. This modality that has e.g. been negotiated by the Somalia Country Office is particularly useful for transactions involving large amounts of money in high-risk environments.

Experience also shows that commercial banks and/or money vendors might agree to expand their network through the opening of additional branches in remote locations where UNDP plans to run operations, if UNDP can guarantee a significant volume of transactions in the future. In some remote areas, UNDP has in the past also collaborated with private companies such as beer breweries and petrol providers that manage a network of branches and/or contractors.

New innovative modalities for private cash transfers have recently been established by phone companies in developing countries. One example is the Mpesa system established by Safaricom in Kenya. Cash is transferred through the use of mobile phones. Especially in cases where UNDP needs to reach out and pay a larger number of individuals, this type of system could provide effective services at low costs and risks.

In high-risk environments, commercial banks or money vendors have in the past decided to team up with private security services and offer a joint service to UNDP. While this modality involves relatively few risks to UNDP, such package deals are often very expensive.

The option of working advances entails significant risks for both the organization and the individual and should only be used in cases where criticality of the operation has been established. A sound risk analysis needs to be conducted, risks potentially escalated and Treasury consulted. In addition, all involved individuals need to be informed about the personal risk and responsibilities they are accepting.

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| Lessons learned:   * Banks and money vendors might establish new branches in remote locations if UNDP can guarantee a high volume of transactions. * A good way to reduce risks when collaborating with money vendors is to negotiate a modality where the vendor is reimbursed for a payment upon presentation of reporting documentation. * Private (“unconventional”) companies with networks in remote areas can be used for cash transfers. * New mobile-phone based cash-transfer systems represent an opportunity for low-risk low-cost transfers to large numbers of individuals and should be explored further. * Joint operations between commercial banks and security companies are a good way to reduce risks, but are expensive.   Recommendations:   * Avoid cash-based operations wherever possible. * Explore all available options for money transfers including “unconventional” companies before deciding for cash-based operations. * Establish programme criticality and escalate involved risks in cases of high-risk cash-based operations. * All involved individuals need to be informed about the personal risk and responsibilities they are accepting. |

4. Establishment of guesthouses

In post-conflict and early recovery environments, UNDP is often required to establish staff accommodation to ensure their security and wellbeing. This is typically the case in remote environments where the security phase is 3 and higher and available private accommodation is not living up to minimum standards.

Examples from Country Offices in Sudan, Somalia and Tajikistan underpin the importance of establishing guesthouses separately as “self-sufficient businesses”. In Tajikistan, guesthouses were eventually even handed over to private managers and owners. However, it is important not to underestimate the workload related to the daily management of guesthouses. The recruitment of a person who is fully dedicated to the management of the accommodation is highly recommended wherever financially feasible.

Experience shows that a guesthouse separated from the office facilities has a positive effect on staff wellbeing since the separation between working and resting is physical and clear-cut. Staff wellbeing can further be supported through the establishment and subsequent application of minimum standards to the guesthouse. While corporate UNDP or UN guidelines currently don’t exist, Country Offices have established checklists that can be useful in this context (refer to example 27 at the end of this section).

However, be aware that it can be challenging to maintain the security of a separate (additional) facility in high-risk environments. This typically leads to a doubling of recurrent security costs, and can significantly increase the risk staff is exposed to. A detailed security assessment not only for the planned guesthouse, but also for risks related to the frequent commute needs to be undertaken.

Please refer to the [Policy](http://managingchange.undp.org/Local_presences/reference%20docs/UNDP_Policy_Local_Presences_Approved.doc) and [Guidelines for UNDP Guesthouses in Sudan](http://managingchange.undp.org/Local_presences/reference%20docs/07_Guidelines_Guesthouses_Sudan.doc) for an example of elaborate Country Office level guidelines for the set-up of a guesthouse.

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| Lessons learned:   * Provision of an accommodation facility physically separated from the office helps to maintain work-life balance at the field level. * The separation of the guest house operations from the sub office budget facilitates the establishment of a “self-contained business unit” which will make it easier to monitor that the guesthouse is self-financing. * Guesthouses require a major initial investment and permanent management support. * While the recruitment of a guesthouse manager is an important cost factor, it relieves the work load of UNDP staff significantly.   Recommendations:   * Before setting up the guesthouse, define minimum standards to ensure staff wellbeing. * When a guesthouse is required separate the management and budget from the operations of the local presence and develop a “self-contained business unit”. * If possible, plan for the cost and recruitment of a guesthouse manager. |

Case study 2: Sudan – Establishment of the Kassala guesthouse

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| Following the signing of the Comprehensive Peace Agreement in 2005 and ESPA in 2006, UNDP has extended its presence in Eastern Sudan by establishing a Regional sub office in Kassala town, staffed with 31 (24 national and 7 international) personnel. Since July 2008 Eastern Sudan States are declared by UNDSS as Security Phase III. Lack of adequate accommodation for field personnel has been a major constraint against the timely and efficient implementation of the programme outside of the Country Office. UNDP’s programme has been hampered by acute shortage and sometimes non-availability of infrastructure, housing, poor hotel services, adequate office premises, etc. Like in other parts of Sudan, lack of MORSS compliant housing is the single most important factor for high field staff turnover adversely affecting staff retention, personnel motivation and timely delivery of programmes.  Initially, the sub office converted 5 rooms of the office space into the accommodation. This forced 5 international personnel to use their room as accommodation and office. This arrangement has negatively affected staff motivation and the maintenance of the conducive working environment in the office. Since existing hotels were not an option for reasons of staff security and well-being and since the State Government advised that there were no extra houses and/or facilities that could be allocated to UNDP for staff accommodation, UNDP Sudan decided to establish a guesthouse rented by UNDP from a private owner with a monthly rent of SDG5,000 ($1,934). The guesthouse is used to accommodate international staff both on long-term and short-term assignments and UNDP and other agency personnel on official visits in Kassala State. It is also used by newly assigned national staff on arrival before they organize their own accommodation in the town.  Using previously determined criteria (location of the building, distance from the office, no. of rooms, type and quality of building materials, parking space, availability of water and electricity, space for generator installation, sanitation facilities”) and the knowledge of the local UNDP staff, a task force was established to identify a suitable building, carry out the security assessment and undertake the required rehabilitation works. UNDP had to procure all necessary items and furnish the guesthouse as the landlord was not able to provide them. Overall, UNDP invested $97,350 including 100 KVA Generator, ACs, refrigerators, water coolers, fire extinguishers, sofa sets, etc.  Today, the UNDP Kassala guesthouse provides enough living and recreational space and facilities for the current and future demands of UNDP presence in Kassala. Taking into consideration criteria for staff well-being, it was equipped with 10 air-conditioned rooms, living area with TV/DVD, a kitchen with the necessary kitchen utilities, in-door bathroom, a water tank and water heater, and internet access. Currently, 4 international personnel are fully accommodated in the guesthouse. It is expected that the guesthouse will fully sustain itself and reach 90% occupancy by 2010.  The day-to-day operations of the guesthouse are currently managed by the Operations Manager with the overall supervision of the Head of sub office. The sub office has recruited 2 security guards and 2 cleaners who are reporting to the Operations Manager and will be paid fully from the guesthouse’s income. The daily and monthly revenues of the guesthouse are collected and deposited in the UNDP bank account that also serves other projects. A petty cash of SDG1,000 ($386) is established to meet the smaller payments. The sub office finance section prepares a daily income summary sheet and also produces a monthly income and an expenditure statement. Upon payment the clients are provided with official receipt. Only cash payments are accepted for the time being. The guesthouse will soon establish a Guesthouse Committee, and the recruitment of a Guesthouse Manager is being considered.  **Challenges**   * Lack of the infrastructure in the town. * Scarcity or unavailability of houses that can be used as an accommodation facility in the town. * Unwillingness of property owners to periodically provide renovation or maintenance services. * A need for the significant initial financial investment to convert a private house into a suitable staff accommodation. * Unpredictable rent increases by the property owner. * Challenges in managing maintenance personnel and guards and the additional costs for UNDP associated with the employment of guesthouse staff. * Residents demand high quality guesthouse facilities but are unwilling to pay the fees for the services. * Distance between the sub office and the guesthouse that need to be supported by provision of transport for residents given the security requirements of UNDSS. * Lack of catering services, especially for the visitors and the guests accommodated in the guesthouse. * Frequent interruption of the town power supply.   **Lessons learned**   * Provision of an accommodation facility physically separated from the office helps to maintain a work-life balance at the field level. * The separation of the guesthouse operations from the sub office budget facilitates the establishment of a “self-contained business unit” which makes it easier to monitor that the guesthouse is self-financing. * The establishment of competitive and flexible accommodation fees combined with appropriate services encourages a longer stay in Kassala and contributes to the staff motivation and willingness to work in Sudan. |

5. Decentralised programme and project management

Programme and project management in a decentralized structure can pose specific challenges when programme development and assurance responsibilities are shared between the Country Office and local presence level. This is typically the case for sub offices where the head of office oversees and coordinates the implementation of projects in the geographic area, while the relevant programme unit performs strategic and thematic programme/project assurance. Some of the key challenges relate to three different areas: 1) supervision; 2) project planning and monitoring; and 3) budget management.

*Supervision*

Supervision and reporting arrangements need to be carefully designed and clearly articulated to avoid conflicts between staff involved. Experience shows that it is not sufficient to simply determine primary and secondary reporting line. Instead, supervisory functions need to be determined in detail to avoid conflicting interpretations: Who approves annual leave of project staff? Who approved the annual work plan of a project? Who reviews and approves the quarterly progress report? Such questions are best addressed in specific Standard Operating Procedures (SOP) developed and maintained by the Country Office. In addition, it is best to clearly articulate supervisory functions in the required detail in the Terms of Reference of respective positions. Refer to the [Sudan](http://managingchange.undp.org/Local_presences/reference%20docs/04_Sub_Office_Guide_Sudan.pdf), [Somalia](http://managingchange.undp.org/Local_presences/reference%20docs/05_Sub_Office_Guide_Somalia.doc) and [DR Congo](http://managingchange.undp.org/Local_presences/reference%20docs/06_Sub_Office_Guide_DRCongo.zip) Standard Operating Procedures for examples.

*Project planning and monitoring*

Lack of planning of project related activities, whether these are annual or monthly planning exercises, can lead to bottlenecks, miscommunication and confusion. Roles and responsibilities as well as workflows of activities related to the planning exercises should therefore be clarified. Experience indicates that it is best to establish a clear separation between strategic and implementation-related planning, monitoring and oversight. The former typically happens once a year and should be performed by the programmatic unit of the Country Office, while the latter happens on a monthly or quarterly basis and could be decentralized to the local presence if it has the required capacity. This type of arrangement will also allow for operational coordination to take place locally while maintaining the national integrity and strategic orientation of a programme. Definitions, functions and process steps should be described in an internal memo or in an SOP. Example 28 at the end of this section provides an example of an annual planning process in a decentralized structure.

*Budget management*

Management and oversight of programme budgets has also been identified as a potential area for confusion, frustration and conflict, especially in the case of programmes that cover several geographic regions and include several local presences. Lessons learned suggest that it is best to structure budgets in a way that allows for region-specific management, either through the separation of project budgets by region, or the determination of specific budget allocations and activities to the relevant region. In the ATLAS system, this can be achieved by either establishing region-specific projects within an award or through the establishment of region-specific activities within a project. Example 29 illustrates this.

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| Lessons learned:   * Bottlenecks and confusion occur when programme oversight and assurance functions are performed at both the central and local level. * Main areas for potential problems are: supervision, project planning, budget management arrangements.   Recommendations:   * Clarify details of supervisory arrangements (especially for matrix management structures) in writing in relevant TORs as well as in SOPs. * If planning and M&E of projects is performed at central and local levels (such as in the case of a sub office), clearly distinguish functions. Typically, the Country Office level should perform strategic oversight, whereas regular implementation oversight should be performed at the local level. * Ensure that local (regional) operations have a clearly determined budget, either through specific project budgets or specific sections in the project budgets. |

6. Internal communications in a decentralized structure

Internal communications is a key element of success of any organization and is frequently revealed as an area that requires improvement in UNDP Country Offices. Internal communications must be a priority in a decentralized structure that has various layers, directions and channels.

The challenges in this area have proven to often be of a structural and behavioral nature. In terms of structural challenges, it is not always possible to ensure regular meetings and involve all concerned staff in a Country Office with local presences due to the geographic distance and frequent travel requirements. Furthermore, communication channels and entry points for local presences are often not clearly defined. As a result, information exchanges become more tedious and have significantly higher transaction costs.

Behavioral challenges relate to staff attitudes and habits, namely “inefficient” communications behavior such as the use of emails instead of conversations face-to-face or over the phone or the exclusion of relevant persons from information. The latter typically occurs as a result of frustrations and/or confusion about processes.

It is therefore important to articulate expectations in terms of communications as much as possible in individual terms of references, and to define and establish regular channels of communications between the local presence and the Country Office. Key meetings should be “institutionalized”, defined through short terms of references, and systematically documented through brief summaries. The latter should be circulated to all concerned staff. [Example 30](#TOR_Internal_meetings) provides an example of summary TOR for internal meetings. In addition, the provision and use of information and communication technology (such as video conference equipment, use of skype conference facilities, etc.) can also help to address some of the above challenges.

The development of an internal communications strategy can help to systematically implement above described measures. A designated focal point should be responsible for monitoring the implementation of the strategy as well as the state of internal communications. Senior managers should also consider to systematically reward pro-active communications through inclusion in the annual staff evaluation process or the establishment of “internal communications awards”.

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| Lessons learned:   * Internal communication requires specific attention in a decentralized structure. * Challenges are of structural and behavioral nature and relate to the physical distance, the number of layers and communication channels and inappropriate (“inefficient”) communication habits. * Internal communication requires constant monitoring and nurturing.   Recommendations (generic):   * Define entry points and communication channels for local presences. * Institutionalize key meetings through summary TOR for key meetings, systematically (briefly) document the meetings and circulate meeting summaries to all concerned staff. * Provide ICT equipment that allows staff to bridge the physical distance. * Designate a communication focal point and develop an internal communications strategy. * Reward pro-active communications through the performance review process. |

Example 23: Somalia - Application of the internal control framework



Example 24: Sudan - Atlas roles related to ICF

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| **Atlas Profile** | **Ceiling** | **Functions** | **Positions** |
| **Senior Manager** | Unlimited | * Budget approval (KK) * PO approval * Voucher approval * Proposal approval * Award Generation | RR  CD  DCD (P)  DCD (O)  ACD (P) |
| **Level 2 Manager** | < 30,000 | * PO approval * Voucher approval | Head of Area Office |
| **Level 1 Manager** | < 5,000 | * PO approval * Voucher approval | Head of Field Office  Field Operations Specialist |
| **Vender creation and approval** | N/A | * Vendor approval | Finance Unit  Procurement unit |
| **Requisition Approver/Budget Owner** | N/A | * Requisition approval | Operations Analyst of AO/FO  Finance Analyst of AO/FO  (alternate)  Project Manager (of a respective project contributing to AO/FO budget) |
| **General User** | N/A | * Requisition creation * Budget inquiry * Proposal creation * Award creation | Operations Assistant / Associate  Project Assistant / Associate(of a respective project contributing to AO/FO budget) |

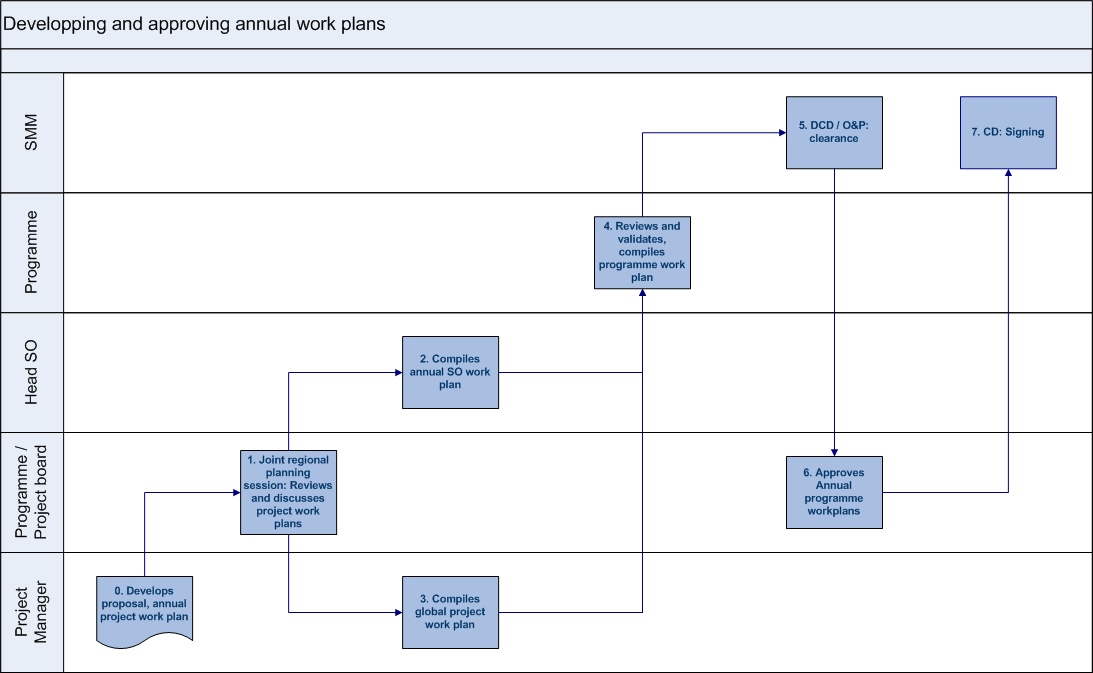
Example 25: Somalia – description of a business process

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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| ***Recruitment of national SSA***  ***The purpose of this process is to recruit a local consultant to carry out an activity at the sub office level defined in specific Terms of References (TORs).*** *Generally, TORs for the consultant will be prepared by the Area Project Manager who will manage and guide the mission of the consultant. The Project Manager confirms that the recruitment request is in line with the project work plan, and that s(he) has been consulted during the development of the TOR. The identification of candidates can happen through advertisement of the vacancy, the use of an existing roster or specific head-hunting. Once the short-list is established, the short-listed candidates should – as a rule – be selected through a local interview panel. The complete recruitment file including the recommendation of the recruitment panel is then submitted for review, approval and signature to the head of the sub office.*   |  |  |  |  |  | | --- | --- | --- | --- | --- | | **Recruitment of national SSA** | | | | | | **Step** | **Task** | **Time** | **Responsible** | **Required documents** | |  | Establishment of TOR and recruitment request | 1 day | Area Project Manager | TOR, CRC SSA submission form | |  | Programmatic validation | 1 day | Project Manager | TOR, CRC SSA submission form | |  | Approval of request and TOR | 1 day | HoSO | TOR, CRC SSA submission form | |  | Advertisement, roster, head-hunting | 1 day | Admin. Associate | TOR | |  | Evaluation of candidates and short-listing | 1 day | OM, SO / APM | Evaluation report | |  | Interview panel | 1 day | APM, OM, … | Interview report | |  | Preparation of contract | 1 day | Procurement Associate | TOR, CRC SSA submission form, Interview report, Health certificate | |  | Signature of contract | HoSO | TOR, CRC SSA submission form, Interview report, Health certificate | |  |  | END |  |  |   Nat SSA recruitment |

Example 26: Sudan - Minimum standards for guesthouses

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| To the extent possible taking into account circumstances on the ground, a UNDP guesthouse must meet a set of minimum standards of comfort and equipment. These standards are intended to ensure a reasonable living standard for UNDP staff in the field; to minimize the hardship of remote postings; to increase the retention of experienced staff; and to reduce the burden on projects and human resources associated with high staff turnover. To be deemed of a suitable standard, a guesthouse must have:   1. Air-conditioning in all bedrooms; 2. A generator capable of powering air-conditioners; 3. A comfortable living area with a television and DVD player; 4. A kitchen with oven, refrigerator and microwave and necessary cooking and dining utensils; 5. A minimum 1,000 liter water tank, preferably a 5,000 liter water tank; 6. Hot water in the bathrooms; 7. An indoor bathroom; 8. No more than three people per bathroom; 9. A functioning water cooler (where 20l water bottles are available); 10. Access to the internet; 11. A bed, mattress, bed sheet, pillow and quilt; and 12. A desk and chair in each room. |

Example 27: Somalia - Annual project planning



Example 28: Regionalized ATLAS budget structure of a project (illustrative)

|  |  |  |  |
| --- | --- | --- | --- |
| Award | Project | Activity | Budget line |
| Rule of Law Programme  000.54.954 | Rule of Law project, ***Region 1***  000.77.892 | 1.Training of administration personal | Contractual Services |
| IT Equipment |
| Travel |
| Etc. |
| 2. Establishment and support to legal clinics |  |
|  |
|  |
|  |
| 3. Mainstreaming of human rights principles |  |
|  |
|  |
| Rule of Law project, ***Region 2***  000.77.895 | 1.Training of administration personal |  |
|  |
|  |
|  |
| 2. Establishment and support to legal clinics |  |
|  |
|  |
|  |
| Rule of Law project, ***National Level***  000.77.902 | 1. Development of legal framework |  |
|  |
|  |

Example 29: Macedonia – Summary TOR for internal meetings

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| **I) Senior Management Team (SMT) Meeting**   1. **Periodicity** – Every first week of the month. 2. **Participants** – RR, DRR, AR, OM 3. **Scope** – The main objective of the meeting is to discuss strategic issues and take decisions related to programme and operations, such as:  * Programme policies, substance and direction * Operational issues, including financial and human resources issues * Programme delivery * UNDP’s role in UN reform and cooperation with other agencies * Partnership with governments and other partners * Resource mobilization * Advocacy and external communications strategies   **II) Programme Meeting**  The main objective of programme meetings is to strengthen coordination and cooperation between different programme practices, encourage synergies and improve the quality standards of the programme design and project implementation. Programme meetings should become a forum for exchanging information, knowledge sharing, and planning inter-team joint initiatives.  The purpose of the Programme Meetings should be to achieve better coherence of the programme framework, minimize unnecessary duplication of efforts and greater impact of the UNDP programme in the country. This can be done by better determining the focus, scope and the format of the meetings. Generally, the meetings will create space for the programme staff to provide concise and strategic updates about progress, identify major issues/risks and challenges related to project implementation, and potential areas for joint/cross-practice initiatives, and discuss resource mobilization opportunities.  **Scope and format of the Country Office Programme Meetings.**  To ensure more structured discussions and outcome of the meetings, the following is the schedule of the programme meetings tied to particular topics to be discussed:   1. **Info sharing: Update on progress related with implementation of projects –**     1. **Periodicity** – Every first week of the month.    2. **Participants** – RR, DRR, Programme staff, Operations Manager    3. **Format** – Each programme officer provides strategic update about the state of progress in project implementation. This is an opportunity to raise issues and seek advice on emerging risks and challenges that may eventually hinder the implementation. Presentations shall be limited up to 10 minutes per practice area. Brief summaries shall be prepared and shared in advance (1 day before the meeting); 2. **Follow up on application of programming tools (RMG implementation)** 3. **Periodicity** – Every second week of the month. 4. **Participants** – RR, DRR, Programme staff, Operations Manager 5. **Format** – Alignment of the programme practice and conversion of projects to RMG principles will be one of the major projects of the Country Office in 2007. The Project Executive, assigned Task Leaders and/or other staff members involved in the CEDAR shall provide periodic update on the status of implementation of the CO change plans, which shall be developed for realignment of the programme formulation and implementation processes with Results Based Management principles. In addition, these meetings can serve as a forum for discussing specific programme related issues, contributing to better effectiveness and efficacy of the programme work, e.g. evaluation policy, alignment of results chains, strengthening monitoring and reporting procedures, improving indicators base etc. Presentation shall be given by programme staff assigned to a specific task. A two page summary note, shall be circulated in advance (1 day before the meeting) 6. **Programme Coordination and follow up on programme missions** 7. **Periodicity** – Every third week of the month 8. **Participants** – RR, DRR, Programme staff, Operations Manager 9. **Format** – Respective Programme Officer presents main findings from the mission reports. This will be an opportunity to encourage substantive technical discussion, improve knowledge sharing and ensure accuracy of the conclusions or eventual policy recommendations. The purpose of these meetings will be to better capitalize on provided expertise and to discuss possible follow up actions or project spin-offs. A brief presentation shall be given by programme staff member in charge of the specific task. Draft mission reports shall be shared in advance (5 days before the meeting).   Programme Officers to present new concepts for potential programme/ project initiatives. The purpose of the meeting is to ensure that project concepts, pipeline projects or proposed partnerships are aligned with the strategic programme objectives of the Country Office and adhere to required programming standards. Presentation shall be limited to 15 minutes per presentation, in order to allow sufficient time for Q&A and discussions. Two-page concept notes shall be circulated to all programme in advance (3 days before the meeting).  **III) Practice (substantive) Meeting**   1. **Periodicity** – Every month for each practice (3 meetings a month, each of them dedicated to a different practice). 2. **Participants** – RR, DRR, AR, OM 3. **Scope** – The practice meeting will serve as the main forum to discuss substantive areas of the practices. The main objective of the meeting is to discuss strategic questions and opportunities related to programme formulation and implementation. It provides an opportunity to dive deeper into substance, policies and their implications on programming.   **IV) Operations Meeting**  The main objective of the meeting is to discuss delivery issues, particularly related to operations, and any finance, procurement, HR or IT tasks or issues related to project support. In addition, the meeting provides a forum for discussing operational policies, learning, IT and office management issues, recruitments, audit issues, office’s status in corporate and office management tools (such as the Financial Dashboard, Balanced Scorecard, etc).  The operations meeting will have a rotating agenda as follows:   1. **Delivery –** 2. **Periodicity** – Every first and third week of the month. 3. **Participants** – RR, DRR, Programme representative, Operations Manager, Operations staff 4. **Scope** – Review of delivery status, including financial, procurement, HR and operational issues. Review of other operational issues, and management of operational procedures. 5. **Project operational support –** 6. **Periodicity** – Every second and fourth week of the month. 7. **Participants** – Operations Manager, operations staff and one practice programme/project staff. Meeting is on a rotational basis, every time focusing on one particular practice. 8. **Scope** – Review of any operational issues impacting delivery. |

III. Annex

A. Links to electronic templates

01 [Business case](http://managingchange.undp.org/Local_presences/Templates/01_Business_case_template_01D.docx)

02 [Delegation of authority](http://managingchange.undp.org/Local_presences/Templates/02_Delegation_of_authority_F.docx)

03 [Exchange of letters with host government (“Note Verbale”)](http://managingchange.undp.org/Local_presences/Templates/03_Exchange_of_letters_Host_Government_02D.docx)

04 [Budget of a presence](http://managingchange.undp.org/Local_presences/Templates/04_Budget_of_Presence_01D.XLSX)

05 [Funding model template](http://managingchange.undp.org/Local_presences/Templates/05_Funding_model_01D.xlsx)

06 [Request for Regional Bureau clearance](http://managingchange.undp.org/Local_presences/Templates/06_Request_for_RB_clearance_01D.docx)

07 [Request for security & premises clearance](http://managingchange.undp.org/Local_presences/Templates/07_Request_for_security_clearance_03D.docx)

08 [Development impact analysis](http://managingchange.undp.org/Local_presences/Templates/08_Development_impact_analysis_01D.docx)

09 [Financial analysis](http://managingchange.undp.org/Local_presences/Templates/09_Financial_Analysis_01D.xlsx)

10 [Management feasibility analysis](http://managingchange.undp.org/Local_presences/Templates/10_Management_feasability_analaysis_01D.docx)

11 [Functional analysis – local presence](http://managingchange.undp.org/Local_presences/Templates/11_Functional_Analysis_Local_Presence_01D.xlsx)

12[Table for business process mapping](http://managingchange.undp.org/Local_presences/Templates/12_Table_Business_process_mapping_01D.docx)

13 [Business process chart for mapping](http://managingchange.undp.org/Local_presences/Templates/13_business_process_chart_for_mapping_01D.pptx)

14 [Risk analysis matrix](http://managingchange.undp.org/Local_presences/Templates/14_Risk_Analysis_01D.docx)

15 [Office closure plan](http://managingchange.undp.org/Local_presences/Templates/15_Office_Closure_Plan_01D.xlsx)

16 [Operating budget – chart for cost recovery](http://managingchange.undp.org/Local_presences/Templates/16_Operating_budget_chart_for_cost_recovery_01D.xlsx)

17 [Procurement plan](http://managingchange.undp.org/Local_presences/Templates/17_Procurement_Plan_01D.xlsx)

18 [XB projection template](http://managingchange.undp.org/Local_presences/Templates/18_XB_Projection_sheet.xlsx)

B. Links to reference documents

00.1 [UNDP Policy on the establishment of local presences](http://managingchange.undp.org/Local_presences/reference%20docs/UNDP_Policy_Local_Presences_Approved.doc)

00.2 [UNDP POPP content on the establishment of local presences](http://managingchange.undp.org/Local_presences/reference%20docs/00_02_POPP_Local_Presences.doc)

01.0 [Induction kit UNDP Sudan](http://managingchange.undp.org/Local_presences/reference%20docs/01_Induction_Kit_UNDP_Sudan.doc)

02.0 [Weekly Report Field Office Iraq](http://managingchange.undp.org/Local_presences/reference%20docs/02_Weekly_Report_Field_Office_Iraq.doc)

03.0 [Business case Sudan Kassala sub office](http://managingchange.undp.org/Local_presences/reference%20docs/03_Business_%20Case_Sudan_Kassala_SO.doc)

04.0 [Sub office Guide Sudan](http://managingchange.undp.org/Local_presences/reference%20docs/04_Sub_Office_Guide_Sudan.pdf)

05.0 [Sub office Guide Somalia](http://managingchange.undp.org/Local_presences/reference%20docs/05_Sub_Office_Guide_Somalia.doc)

06.0 [Sub office Guide DR Congo](http://managingchange.undp.org/Local_presences/reference%20docs/06_Sub_Office_Guide_DRCongo.zip)

07.0 [Guidelines for Guesthouses Sudan](http://managingchange.undp.org/Local_presences/reference%20docs/07_Guidelines_Guesthouses_Sudan.doc)

08.0 [Policy Guidelines for Guesthouses Darfur](http://managingchange.undp.org/Local_presences/reference%20docs/08_Policy_Guidelines_UNDP_Guesthouse_Darfur.pdf)

09.0 [UNDP Procurement Business & Risk management strategy Somalia](http://managingchange.undp.org/Local_presences/reference%20docs/09_00_UNDP_Procurement_Business_Risk_Mangement_Strategy_Somalia.docx)

09.1 [Procurement Risk Log Contracts Somalia](http://managingchange.undp.org/Local_presences/reference%20docs/09_01_Procurement_Risk_Log_Contracts_Somalia.docx)

09.2 [Procurement Risk Log Construction works Somalia](http://managingchange.undp.org/Local_presences/reference%20docs/09_02_Procurement_Risk_Log_Contracts_Construction_works_Somalia.docx)

09.3 [Procurement Risk management committee TOR Somalia](http://managingchange.undp.org/Local_presences/reference%20docs/09_03_TOR_%20Risk_Management_Committee_Somalia.docx)

10.1 TOR Operations Manager (yet to be finalized)

10.2 TOR Finance Assistant (yet to be finalized)

10.3 TOR Head of Office (yet to be finalized)

10.4 TOR Programme Specialist (yet to be finalized)

11.0 [OnDemandJob\_Advice\_GLJE](http://managingchange.undp.org/Local_presences/reference%20docs/11_OnDemand_Job_Advice_GLJE.doc)

12.0 [Security Risk Assessment Ramadi SO Iraq](http://managingchange.undp.org/Local_presences/reference%20docs/12_Security_risk_assessment_Ramadi_SO_Iraq.doc)

1. See pages 11 and 24-25 for the definition of different types of presences. [↑](#footnote-ref-1)
2. “A functional structure is organized around major activity groups such as programme management, finance, procurement, human resources, and resource mobilization.” [Quote](http://managingchange.undp.org/4b_Functional_structure.cfm) from the Toolkit for Managing Change. [↑](#footnote-ref-2)