

Structural Review FAQs

Note: Earlier FAQs on the structural review objectives and procedure are available [here](#).

What are the main outcomes of the structural review?

The main outcomes are as follows:

- Advisory and support functions will move from HQ to the Regional Hubs, to provide more focused country support, reversing the current HQ:regional staff ratio from 60:40 to 40:60.
- CO support and troubleshooting will move from Regional Bureaux at HQ to the Regional Hubs.
- All policy functions currently performed in BCPR, BDP and other Bureaux will be consolidated into a new Bureau for Policy & Programme Support in order to reduce duplication and to increase cohesion, collaboration and innovation. A stand-alone Crisis Response Unit will be retained at HQ.
- More operational transactions (HR, finance, procurement, IT) will move to the GSSCs and all trust fund administration will be consolidated into BOM, allowing bureaux to focus on core competencies and creating greater efficiency, consistency and savings.
- Over time, the management-staff ratio will shift to a healthier balance to ensure better career paths for all staff. All functions will have clearer reporting lines and improved accountability at all levels.
- Additional staffing positions will be provided to boost capacities in areas such as South-South coordination, programme design and quality assurance.

Who is affected?

The conclusions of the structural review have implications for the way we all work together as an organization. However, this review focused primarily on ensuring that key functions are adequately addressed in the most effective way at HQ and regional levels.

Country Offices, the independent bureaux (DOCO, Ethics Office, EO, HDRO, OAI, UNCDF, UNV), and service contracts were not included within the scope of the structural review.

What was the logic behind the changes? How did the review determine which changes should be made?

The goal of the review was to make sure that our structure is aligned with the new strategic direction and areas of development work, and also that we apply our resources more effectively toward achieving development results. This meant, among other things, that we needed to focus on functions, rather than on posts, and to eliminate duplication and reduce costs wherever possible.

We also needed to ensure that the necessary organizational capacities, skills and expertise are in place, including by moving staff closer to the field to better serve COs. This meant that in some cases, functions were added in a given bureau or location, while in others they were reduced or transferred elsewhere.

When and how will the changes take effect?

The changes will be implemented over a period of 18-24 months. During the next three months, each bureau will work to contribute to a detailed implementation plan by reviewing the placement and structure of its functions and updating job descriptions.

To coordinate and facilitate the implementation process, a dedicated implementation unit will be established, consisting of both internal and external staff. The work of this unit will be guided by a senior management group chaired by the Associate Administrator. The Staff Council will also be involved, to ensure that the process is as fair and swift as possible.

What happens to those staff whose functions have been affected?

Nothing will happen right away. Implementation of most of the changes will begin in early 2014, and continue for the next 18-24 months.

Each bureau will work to contribute to a detailed implementation plan by reviewing the placement and structure of its functions. More information on this process will be available from your bureau. The Staff Council will also be involved, to help ensure that the process unfolds fairly and swiftly.

All staff entitlements will be protected.