Creating a better OCHA

Outcomes of the Design Phase of OCHA's Change Process

June 2017

OCHA

Contents

EXECUTIVE SUMMARY

This paper presents the outcomes of the design phase of OCHA's Change Process. Taken together, they represent a profound transformation of our organization for the better. We have taken the results of the 2016 OCHA Functional Review seriously. We know from our conversations with staff, partners, and donors that OCHA must improve as an organization. We are confident that our work since January 2017 represents significant progress. A "*blueprint*" for how a more effective and efficient future OCHA will look and behave now exists. The critical decisions that shape OCHA's new blueprint are the focus of this paper.

We are dedicated to our mission and responsibilities. OCHA plays a critical role at the centre of the global humanitarian landscape and has a profound and lasting impact on affected people's lives. OCHA has talented staff, works on some of the worlds' most urgent and challenging issues and contributes to distinctive outcomes when we are at our best.

We can do better in the future and are committed to doing so. Our current operating model and way of working sometimes stunt our potential. We at times operate as "two OCHAs," leading to siloes and issues with culture, transparency and trust. When this happens, country teams can feel unsupported and constrained by headquarters, our best knowledge does not flow to where it is most needed, our partners are confused and frustrated, our performance can be seen as average and unpredictable and internal duplication creates waste and slows us down.

A clear vision for Change guides our decision-making. We are becoming a more focused, agile and unified organization. We are streamlining and centring our activities on OCHA's five core Functions: Coordination, Information Management, Advocacy, Policy and Humanitarian Financing. We are restructuring OCHA to be more flexible, accountable, and transparent. To better support OCHA in the future, we are re-designing our Enabling Functions (e.g., HR, Finance, etc.). While the Change Process is driven by the need to improve OCHA's effectiveness, we are committed to responsibly managing change and operating within a $240M voluntary funded programme budget for 2018.

The decisions we have made add up to a major shift in our operating model. The USG made these decisions supported by the ASG, in full consultation with the EMC and with the full endorsement of the incoming USG. This paper organizes the 23 decisions we have made across three critical issues:

"*Who we are,*" "*What we do,*" and "*How we work.*" Taken together, these clarify our direction and commitment to change:

- **We embrace our role and identity** as a coordinating and advisory entity for the Secretary-General (SG), Emergency Response Coordinator (ERC), Humanitarian Coordinators (HCs), and partners, an advocate for crisis-affected people and a champion of humanitarian principles.

- **A new OCHA vision statement** articulates the world that OCHA aspires to in relation to the organization's identity: "A world that comes together to help crisis-affected people rapidly get the humanitarian assistance they need." We have also developed an accompanying OCHA mission statement.

- **Our new Results Framework (RF) refocuses and anchors our work on OCHA's five core functions.** It brings transparency, accountability, and will be the on-going basis for planning, managing, budgeting and communicating OCHA's work.

- **OCHA will do less, better.** We have identified activities beyond our mandate. In order to focus on our areas of strength, we will stop or phase out activities out of scope as well as unnecessary internal duplications.

- **Our organizational structure will be simpler and more effective**. Our new organigram clearly reflects our five core Functions. It also specifies which functions will be led from New York and which will be led from Geneva. There will be fewer units, and accountabilities between headquarters (HQ) and the field will be clear.

- **Our core Functions at HQ will act as global centres of excellence and have accountabilities across OCHA**, serving both global priorities and the needs of the field. New formal "dotted-line" reporting lines from field staff to Functional leaders will reinforce this. Country Heads of Offices (HoOs) will maintain formal oversight of all staff and activities in their locations.

- **A new, integrated Operations function will be accountable for ensuring that the necessary flow of information, knowledge and support across countries, regions, and Functions happens.** The Operations function will work with the five core Functions to ensure that HCs, local partners, and affected people receive the best of OCHA when they need it.

- **We are installing a new Internal Operations Committee, with cross-OCHA representation.** This new Committee will help ensure the smooth running of OCHA's new model, and support the Executive Management Committee (EMC). Two further committees – one for **Planning, Budget and Finance**, and another for **People Strategy and**

Management – are being created to ensure that the EMC is well supported on these topics.

- **OCHA will be consolidating its regional presence into five locations to optimize alignment with our operational partners and key regional actors.** OCHA policies on country presence and lifecycle will be further adapted, especially for protracted crisis settings.

- **OCHA's will be modernizing its administrative services with a special focus on the field.** We have identified an initial set of 14 "quick wins" in this area, established key performance indicators (KPIs) for internal and external service providers, developed standard protocols for major administrative processes, and initiated discussions with the Department of Management on further adjustments. All action in this area will be done in line with the broader UN transformation toward more harmonized enabling services.

This "blueprint" of decisions represents a critical milestone in our Change Process, but significant work remains. The decisions in this paper are the result of a necessarily complex and consultative process. However, additional granular and detailed work on implementation will come next, including a cultural change program to encourage and support behavioural change of OCHA colleagues and leadership. This will be led by an appropriately empowered and resourced Implementation Leader and Team. Critical to this next phase will be significant consultation with our staff in co-designing the details of the new organizational design and operating model, as well as continued external engagement and information sharing with our partners and donors. The finalization, by end-November 2017, of the OCHA Strategic Plan 2018-2021, the first comprehensive OCHA People Strategy, and a fit-for-purpose 2018 Budget will complement this work.

OCHA is conducting its Change Process in line with the SG's Reform Agenda. We will remain adaptable and synchronized with that overarching process. Aligning our change with broader developments within the United Nations and humanitarian ecosystem is crucial.

OCHA's Change Process is ambitious. Furthermore, we have undertaken this process while successfully maintaining the full range of OCHA's current work in the context of ever-rising complexity and volume of humanitarian crisis. We are grateful to all staff for their unrelenting commitment to our organization during this period.

We are confident that our new blueprint is a strong foundation from which we will deliver on the world's expectations of OCHA, our responsibilities to partners and, ultimately, the needs of affected people. The OCHA of the future will be fundamentally different from the one we have today. We look forward to making this new OCHA a reality.

Stephen O'Brien, USG

Ursula Mueller, ASG
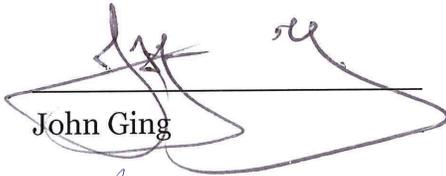
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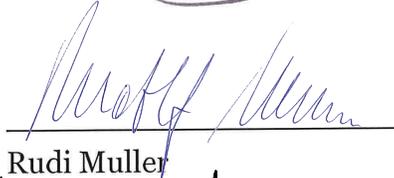
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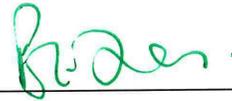
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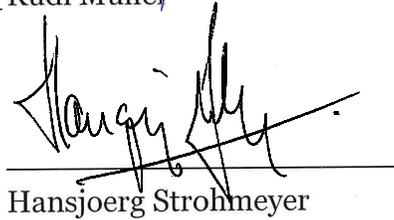
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Mark Dalton
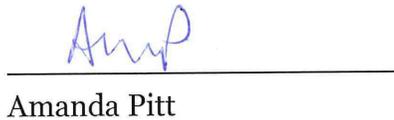
Amanda Pitt

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CONTEXT

OCHA's Change Process began with the commissioning of the Functional Review and has evolved over time. This section summarizes main elements of OCHA's Change Process to date.

2016 Functional Review

In December 2015, the USG commissioned a Functional Review to identify improvements to make OCHA fit for the future. After an extensive six month process, which concluded in July 2016, the Functional Review identified several actionable improvement areas for OCHA:

- Clarify OCHA's **role and identity**, specifically in relation to the HCs and within the Inter-Agency Standing Committee (IASC).

- Reform OCHA's **management model**, including specific leadership processes such as the EMC and supporting committees.

- Restructure OCHA's **organigram and operating model**, including decreasing the fragmentation of OCHA's five core functions at HQ, improving connections between functions at HQ and the field, clarifying the roles of Geneva and New York, addressing top-manager span-of-control issues, and clarifying the role of regional offices.

- Develop a fit-for-purpose **people and staffing** strategy.

- Ensure a positive **culture** by engaging all levels of the organization in the upcoming change.

Planning for Change

In September 2016, after consultations with donors and staff, the USG shared with the ODSG his plan for moving a number of the recommendations in the Functional Review forward. This included establishing a Change Management Unit (CMU) and a high-level process for pursuing change.

Vision for Change

In February 2017, the USG issued a case for change and made clear that the goal of the Change Process was to make OCHA a more focused, agile and unified organization to ensure that the humanitarian needs of crisis-affected people are genuinely met through even better coordination of emergency readiness and response activities. In doing so, OCHA

would continue to be a relentless champion of humanitarian principles, and provide first-rate support to the ERC, SG and HCs, better value to partners, the IASC, and Member States (MS), and enhance its capacity to attract and retain the most talented staff. To achieve this goal, the USG laid out the priorities that have guided OCHA's Change Process:

1. **Strongly aligning our priorities** with those of crisis-affected people and countries, HCs and operating partners.

2. **Streamlining and rigorously focusing on our five core Functions** to reflect those priorities and OCHA's unique responsibilities and capabilities.

3. **Restructuring OCHA to optimize the delivery** of our five core functions across the organization.

4. **Introducing a flexible operating model** that allows us to adjust rapidly and constantly to ever-changing humanitarian challenges.

5. **Establishing new processes to manage our work transparently and accountably** across the organization.

6. **Developing administrative services that are fit-for-purpose** for an organization that requires flexibility due to the nature of its work.

2017 Change Process

At the beginning of 2017, OCHA established the CMU to operationalize the recommendations of the Functional Review. The Change Process was envisaged to take up to 18 months, from January 2017 through June 2018, with the first six months focused on establishing a clear vision for change and developing a new organizational blueprint for OCHA, and the subsequent 6-12 months for implementation. From the outset, it has been clear that the breadth of these changes would have implications for all levels of the organization.

We have already enacted changes since the process started. Most notably, the ASG's position within OCHA was strengthened by increasing the formal responsibility of the role and bringing it into day-to-day line management of the organization.

Several important processes have driven the Change Process since January 2017:

- An intensive schedule of **meetings of the EMC,** with ten focused specifically on the Change Process, including six day-long retreats. The first of these included the development of specific EMC commitments to guide the Change Process.

- **Engagement of OCHA staff at all levels of the organization** through OCHA-wide town halls, consultations with Country Heads of Offices, visits to Regional Offices, staff-wide email communications, two staff surveys and a designated website that have provided staff with updates on the Change Process and the opportunity for two-way engagement with senior leaders on its direction and progress.

- Four meetings with the **OCHA Donor Support Group** (ODSG) to establish concurrence on the Change Process, explain the case and vision for change, and agree on the major deliverables for June 2017 that would constitute substantive progress.

- An extensive consultative process with a specially-convened **Operational Partners Advisory Group** (OPAG)[1], consisting of Cluster Lead Agencies and NGO consortia, to examine and provide detailed feedback on the new Results Framework (e.g., OPAG priorities for OCHA), four technical areas of debate that were identified by the Functional Review, and working modalities with OCHA at country, regional and global levels.

- Substantive discussions and consultations with **HCs and Resident Coordinators (RCs)** to understand their priorities for OCHA and for OCHA's support to their roles, as well as potential adjustments to working modalities and accountabilities in that regard.

- The inclusion of OCHA's ongoing change management process in briefings of **Member States** to keep them apprised of major developments (e.g., the new Results Framework) and seek advice.

- An **Activity Baseline Exercise** distributed to managers of every organizational entity (e.g., Section Chiefs, Heads of Offices) to gather organization-wide feedback on the new Results Framework and to better understand how staff across the organization currently spend their time against OCHA's five core Functions.

- A detailed **baseline of OCHA's current structure,** including all existing staff, consultants, structures and offices as a basis for understanding the current situation while considering future changes.

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[1] ICRC, ICVA, IOM, InterAction, SCHR, UNDP, UNFPA, UNHCR, UNICEF, WFP, WHO

- An ongoing **"Activities to Stop" exercise** to identify activities that OCHA should no longer do – either because they are out of scope (in terms of OCHA's mandate, the five core Functions and/or the competencies of other organizations) or involve unnecessary internal or external duplication.

- The convening of an **Organizational Alignment Taskforce** and an **Administrative Services Taskforce.** These two groups were Chaired by the ASG and were comprised of EMC members and Regional and Country Office leaders. The Organizational Alignment Taskforce provided recommendations to the USG and EMC regarding OCHA's operating model. The Administrative Services Taskforce provided recommendations on changes to OCHA's internal administrative procedures as well as topics to raise with the UN Secretariat's Department of Management regarding Secretariat-wide issues.

Between January and June 2017, the USG, supported by the ASG, in full consultation with the EMC and fully endorsed by the incoming USG, made 23 decisions that profoundly shape OCHA's future. These 23 decisions are the focus of this paper.

WHO OCHA IS

A critical part of the Change Process has been a clear affirmation of OCHA's stance, identity, mission, and vision. This section establishes the formal role that OCHA plays in the humanitarian ecosystem and the goals that we aspire to. The decisions below re-affirm OCHA's identity as a core part of the UN Secretariat and summarize our new mission and vision.

Defining OCHA's role: Stance, Identity, Mission, Vision

1. **OCHA is a core part of the UN Secretariat, serving the SG, the ERC, HCs and RCs, the IASC, Member States, and the broader humanitarian community.** We are not an independent operational agency. We embrace our primary role as (1) the global coordinating office for the IASC and other partners and constituencies, (2) being responsible for ensuring that the ERC, HCs, Humanitarian Country Teams (HCTs), and inter-cluster coordinating mechanisms can fulfil their mandates, and (3) supporting the USG in his/her advisory role to the SG, Security Council, and General Assembly.

2. **OCHA leads humanitarian advocacy for crisis-affected people, and their protection, and ensures efficient and effective coordination for partners to deliver life-saving services to those people.** This is reflected in our new Vision and Mission statements:

OCHA's new Vision statement:

"A world that comes together to help crisis-affected people rapidly get the humanitarian assistance they need."

OCHA's new Mission statement:

"OCHA coordinates the global emergency response to save lives and protect people in humanitarian crisis. WE advocate for effective and principled humanitarian action by all, for all."

WHAT OCHA DOES

Clarifying and focusing OCHA's scope of work is critical to delivering what our partners need to the ultimate benefit of affected people. To ensure this focus, OCHA has developed a new Results Framework that clearly describes what we commit to and will focus on in the future. In parallel, we have begun identifying specific activities we currently do which OCHA must stop.

Defining OCHA's focus: Results Framework

3. **OCHA's five core Functions are the foundation of our new Results Framework, which defines our major outputs and deliverables as an organization.** Our new Results Framework makes clear to our staff, partners and other stakeholders what we commit to, by bringing greater clarity, transparency, and accountability to what we do and do not do. Across our core functions the Results Framework describes:

   - The *Major Deliverables* that are the result of our primary activities at the global, regional, and country level.

   - The *Major Outputs* that we are accountable for (i.e., the results that OCHA is responsible for delivering).

- The *System-level Outcomes* that the world needs, and to which OCHA contribute (i.e., the ultimate goal for the humanitarian system overall).

- The *Overall Impact* to which OCHA aspires in the long-term for affected people.

The System-level Outcomes and Major Outputs will be stable over time, though Deliverables will evolve along with OCHA's strategy and ecosystem needs. Going forward, the new Results Framework will serve as the basis for planning, budgeting, managing and communicating the work of OCHA.

EXHIBIT 1

OCHA's new Results Framework: Functions and Major Outputs

Core Functions	Major Outputs
Coordination	• Coordinated international humanitarian response systems
	• Context-specific coordination mechanisms and processes that support effective and appropriate humanitarian action
	• Readiness of response actors to rapidly respond to new humanitarian emergencies
Information Management	• Authoritative, comprehensive information and analysis on humanitarian needs and response
	• Common, adaptable tools and services to manage information in humanitarian crises
	• Common analysis of risk, vulnerability and capability
Advocacy	• Public and private advocacy and negotiation to address specific access and protection priorities
	• Public and private advocacy on behalf of the humanitarian system for the rights and needs of affected people
Policy	• Thought leadership and strategic analysis to improve the effectiveness of humanitarian action
	• Development, advancement and strengthening of the normative framework for humanitarian action, including International Humanitarian Law & Principles
	• Policy and thematic expertise to advise decision-making by the ERC and the broader humanitarian community at global, regional and country level
Humanitarian Financing	• Consolidated data, analysis and coordinated inter-agency strategy and advocacy to address financing needs
	• Effective and accountable pooled funds to support humanitarian leadership, coordination and response
	• Transformative and innovative initiatives for an efficient and transparent global humanitarian financing system
Management and Enabling Functions	• Unified and strong leadership of OCHA
	• Accountable and transparent management, planning and governance
	• Effective administrative and logistic support services that meet the needs of all OCHA
	• Communication, partnerships and resource mobilization for OCHA

4. **The new Results Framework is an accountability framework for OCHA, and will be a basis for our strategic planning, annual workplanning, and budget setting – for 2018 and beyond.** The Results Framework makes clear what we are accountable for, while our 2018-2021 Strategic Plan and 2018 Workplan & Budget will specify how OCHA will invest its resources in the short- and medium-term to deliver against these accountabilities. The below exhibit illustrates how the Results Framework, Strategic Plan, and our Workplan & Budget all relate to each other.

EXHIBIT 2

The Results Framework will link to strategy, workplanning, and budgeting

3 **2018 Workplan & budget**

Description
- Defines OCHA's resourcing and activities
- 1 year time horizon (refreshed annually)

1 **Results Framework**

Description
- Defines OCHA's core business
- Outcomes and Outputs stable over time

| Inputs | Deliverables | Outputs | Outcomes | Impact |

2 **Strategic Plan**

Description
- Defines what emphasis OCHA will place on outputs and outcomes, where they will focus and over what period of time
- Informed by:
    - Evolving humanitarian landscape (e.g., increasing protracted crises)
    - Evolving humanitarian sector (e.g., WHS, Grand Bargain, New Way of Working)
- 4 year time horizon

Sharpening OCHA's focus: Activities to Stop

5. **In order to achieve efficiencies, improve performance and increase impact, we will diligently focus on our core Functions and stop specific activities that are out of scope.** Some of those that have already been highlighted include:

    a. *Disaster Risk Reduction and Disaster Risk Management:* In the area of preparedness, OCHA will only conduct activities related to operational response readiness and will cease to carry out longer-term preparedness work, including work on Disaster Risk Management and Disaster Risk Reduction that are the remit of other entities. OCHA will stop its engagement in preparedness partnerships that are not focused on response readiness. OCHA will focus on standardized tools to identify high risks, relationships with key response partners, and data and information collection mechanisms to enable fast and higher quality needs assessments.

    b. *Selected Reporting and Information Products:* OCHA will streamline its reporting processes and decrease the number of reports it creates, focusing on work that is of highest value to

partners. OCHA proposes to stop producing all but 4-5 core products per month at country level (except for L3/corporate emergencies) and the double-reporting of data available through specific clusters. OCHA also proposes to stop the recruitment and surging of staff under the Public Information Officers/Reports Officer profile, investing instead in retraining staff and recruiting humanitarian information analysts.

c. *Technical Work on Cash:* OCHA will stop: deploying technical cash experts to lead cash activities in-country, conducting private sector engagement on cash, and working on specific technical areas such as digital payments, identities and related workstreams. OCHA will continue to strengthen its support to HCs and Inter-Cluster Coordination processes on the strategic use, promotion, and mainstreaming of cash.

d. *Aspects of Private Sector Engagement:* This engagement will be managed as part of the larger Coordination Function of OCHA, in cooperation with Donor & External Relations, rather than through a dedicated section for private sector engagement that operates across OCHA's five core Functions or as a separate enabling Function. OCHA will stop specific aspects of work in this area, including the development of business cases, case studies and analyses, the tracking of contributions, work with high maintenance/non-operational partners, high profile private sector events, and cash programming.

e. *Selected Data Efforts:* OCHA will eliminate unique data platforms through the required use of common corporate solutions and consolidate existing platforms by migrating microsites to corporate platforms (e.g., integrating Humanitarian Response and RedHum services into ReliefWeb). The multiple data collection processes will be eliminated and rationalized through the use of a unified data management strategy and policy, while efficiencies in products will be achieved by stopping the hard-copy publication of standard products such as *World Humanitarian Data and Trends.*

6. **We will consolidate activities and reduce duplication across several areas to ensure greater efficiency of resources. Some areas that have already been highlighted include:**

a. *Thematic Advisors:* With the development and rollout of OCHA's new operating model – where each Function will have responsibility for the performance of its Function across OCHA, and potentially with dedicated Regional Office capacity for that purpose – OCHA will

be phasing out Coordination Response Division-based thematic advisors.

b. *HR and Administration:* Under OCHA's new operating model, HR and HR-related functions (currently conducted in at least three different areas) will be consolidated into a single HR entity that oversees the full scope of HR transactional work.

c. *Partnerships:* OCHA currently conducts partnership work as both a crosscutting, enabling Function and – in some areas – as one tightly linked to a specific area of work. OCHA will eliminate its "crosscutting" partnership work and focus on partnerships within specific Functions, particularly Coordination. OCHA will also stop specific OCHA-wide partnership development work, any regional partnership work with non-technical/non-operational entities, and outreach to non-operational NGOs.

d. *Surge:* As outlined under "HR and administration" above, OCHA will consolidate its multiple surge processes with other HR activities to address existing duplication. In doing so, we will establish specific service performance levels and confirm the capacity and processes to meet such standards. In this consolidation and process improvement, we intend that OCHA will also achieve efficiencies by rightsizing its capacity in this area.

Having decided to decrease and/or consolidate the activities in these areas, OCHA will plan and programme the details of these decisions within the next six months, for implementation as part of the 2018 Budget.

HOW OCHA WORKS

Improving the way we work together across all levels and offices of OCHA is critical to delivering for partners, to the ultimate benefit of affected people. We have developed a new high-level OCHA organigram and OCHA-wide operating model, new management groups and processes, and improvements to administrative processes that will collectively result in a substantial improvement to OCHA's way of doing business.

Re-structuring OCHA's Organization: A new OCHA organigram

7. **OCHA's high-level organigram will be organized to reflect the five core Functions and major enabling Functions.** Our reconfigured organigram will improve our operations and decision-

making. Currently, four entities (Corporate Programmes Division (CPD), Geneva (GVA), Administrative Services Branch (ASB), Coordination Response Division (CRD)) are each responsible for a mix of the five core and enabling Functions at HQ. Many HQ teams are split unnecessarily across New York and Geneva. In contrast, one entity (CRD) is currently responsible for the delivery of all of the five core and enabling Functions in the field. This design prevents OCHA's units and staff from being fully accountable, efficient, or transparent in delivering their functional responsibilities. It also creates confusion and inconsistency for our field staff and partners.

8. **Each Function and Output in OCHA's new Results Framework will be the responsibility of a specific organizational entity (e.g., division, branch, section) to ensure transparency and accountability.** At HQ we will have units that represent each of OCHA's five major Functions. These will be responsible for providing Functional expertise and guidance at all levels of the organization, and ensuring that the core Functions they are responsible for are delivered consistently across OCHA. The exhibit below provides a high-level overview of OCHA's future-state organigram. The organigram makes no presumption on specific grades, numbers, or individuals who will lead each organizational entity.
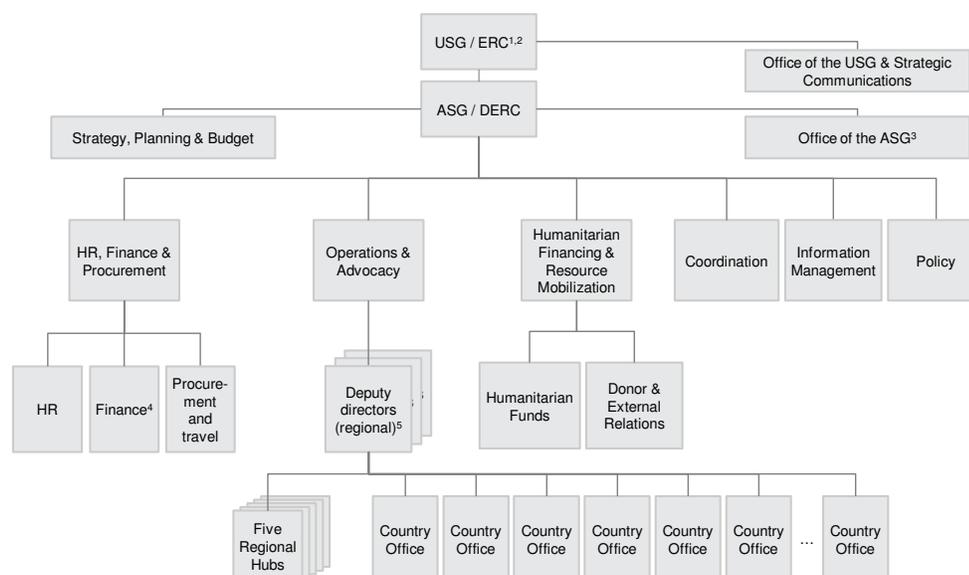
EXHIBIT 3

High-level OCHA organigram

1 This organogram does not show additional entities that also report to the ERC, e.g., the ASG for Humanitarian Partnerships with the Middle East and Central Asia
2 IASC Principals, CERF and other select functions are part of teams overseen by the ASG and have ultimate accountability to USG
3 Includes Gender Advisor
4 Transactional finance only, does not include budget and resource mobilisation
5 Each deputy will manage a limited set of Country Offices

An overview of the responsibilities of each entity in the above exhibit is as follows:

- **Operations & Advocacy:** Leads on support to the ERC, HCs and IASC Principals for Advocacy on behalf of affected people. It ensures the necessary flow of information, knowledge and service occurs between the field, HQ, and the ERC for this purpose. Combining Advocacy and Operations ensures that a single entity is appropriately empowered and capacitated to provide real-time, authoritative perspectives, insights, situational awareness and facts from field-based OCHA leadership. This arrangement ensures that perspectives, insights, situational awareness and facts can be delivered consistently and rapidly to inform Advocacy efforts across OCHA. This entity will collaborate closely with Coordination, Information Management, Policy, and Strategic Communications to provide required Advocacy support to the ERC, the HCs, and IASC Principals. It will also include oversight of the HoOs and responsibility for operations in the field. Deputy directors will manage groups of offices and ensure an appropriate span of control for field offices.

- **Humanitarian Financing & Resource Mobilisation:** Drives all OCHA resource mobilization strategy and activities and supervises the mechanisms for the humanitarian funds (e.g., CERF, CBPF), ensuring that all standards and requirements for operation of these entities are met. Resource Mobilisation will be grouped with the Humanitarian Financing Function given the close linkage between mobilisation of resources and the management of those resources.

- **Coordination:** Provides technical leadership on all inter-agency coordination-related activities, from the convening of and support to inter-agency processes (e.g., IASC), to the development and use of coordination tools and processes (e.g., Humanitarian Programme Cycle), and promotion and maintenance of system-wide readiness networks and processes.

- **Information Management:** Provides technical leadership for all of OCHA's internal and inter-agency information management tools, platforms and processes, ensuring stakeholders have appropriate access to the information they require.

- **Policy:** Provides leadership on all policy topics (e.g., intergovernmental policy, international humanitarian law) and ensures that OCHA develops policies in consultation and collaboration with partners and in-line with the needs of the humanitarian ecosystem.

- **Enabling Functions:**

    - **HR, Finance & Procurement:** Acts as an overarching administration function that is able to provide high-quality enabling support across the organization.

    - **Office of the USG:** Supports the USG/ERC by ensuring the smooth flow of information from the organization to the USG/ERC, including Strategic Communications support to the vital advocacy role of the ERC.

    - **Office of the ASG:** Supports the ASG/DERC.

    - **Strategy, Planning & Budget:** Helps develop OCHA-wide strategy and advises on workplanning and budgetary functions at an overall OCHA level and at the organizational entity level. This includes clear integration of planning and budgeting with strategy.

The link between our new organigram, the Results Framework and the Strategic Plan will be clear and explicit. Every Function and/or Major Output from the Results Framework will be the accountability of a specific organizational entity (whether a division, branch or unit). The same will be true of specific Deliverables. This clarity of accountability will make OCHA an organization that is more efficient to manage (e.g., through decision rights and decision-making, budget setting, performance management, reporting), easier to navigate internally, and better to partner with externally.

9. **Each organizational entity will be clearly led out of OCHA's New York or Geneva office based on the comparative advantages of each location and the needs of local stakeholders.** In the future, each of OCHA's HQ-level Functions will be "led" out of either New York or Geneva with specific sub-teams based in either location depending on need. We will avoid "split teams" as much as possible. However, it is likely that some Functions will need a minimum presence in both New York and Geneva. OCHA's New York Office will lead on Operations & Advocacy, Administration, Strategy/Planning, and Strategic Communications. OCHA's Geneva Office will lead on Coordination, Policy, Information Management, and Humanitarian Financing and Resource Mobilisation.

EXHIBIT 4

High-level OCHA organigram including entity locations
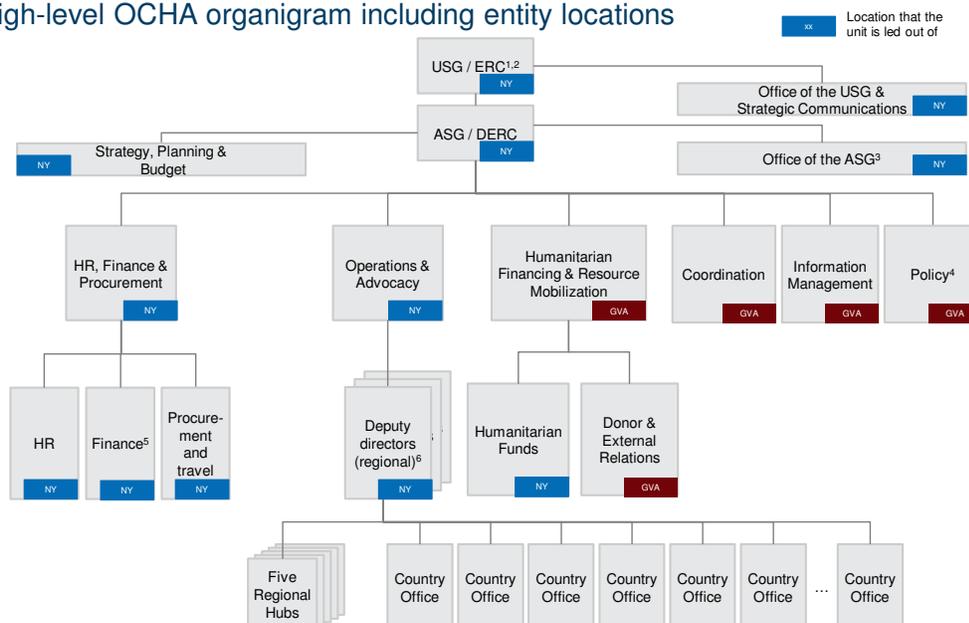
	Location that the unit is led out of
xx	

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                                    USG / ERC[1,2]
                                         NY
                                                          Office of the USG &
                                                          Strategic Communications    NY

                                    ASG / DERC
                                         NY
          Strategy, Planning &
   NY         Budget                                      Office of the ASG[3]         NY
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HR, Finance & Procurement	Operations & Advocacy	Humanitarian Financing & Resource Mobilization	Coordination	Information Management	Policy[4]
NY	NY	GVA	GVA	GVA	GVA

HR	Finance[5]	Procure-ment and travel		Deputy directors (regional)[6]		Humanitarian Funds	Donor & External Relations
NY	NY	NY		NY		NY	GVA

Five Regional Hubs	Country Office	Country Office	Country Office	Country Office	Country Office	Country Office	...	Country Office

1 This organogram does not show additional entities that also report to the ERC, e.g., the ASG for Humanitarian Partnerships with the Middle East and Central Asia
2 IASC Principals, CERF and other select functions are part of teams overseen by the ASG and have ultimate accountability to USG
3 Includes Gender Advisor
4 Inter-governmental policy will sit in NY
5 Transactional finance only, does not include budget and resource mobilisation
6 Each deputy will manage a limited set of Country Offices

Below is a summary of the rationale for the future location of our major HQ-level organizational entities:

New York-based Functions

- **Strategy, Planning & Budget:** Led out of New York given its critical role in internal strategy and planning topics, which are critical to the USG and ASG (based in New York) and their work with the SG, Security Council, General Assembly and other New York based entities.

- **Operations & Advocacy:** Led out of New York given the critical role it plays in ensuring the ERC (based in New York) is able to accurately and quickly advocate on behalf of affected people and to oversee and align organizational priorities across OCHA's field offices.

- **HR, Finance & Procurement:** Led out of New York given OCHA's status as part of the Secretariat and the need for co-location with other UN administrative units. Importantly, this refers only to senior management roles. Performance of

transactional administrative activities will be located as appropriate.

- **Strategic Communications:** Led out of New York given need to provide timely support to the ERC. It is vital to maintain a media/news sub-function in Geneva to take advantage of time zones in managing the global news cycle.

Geneva-based Functions

- **Coordination:** Led out of Geneva given the importance of working closely with OCHA's operational partners, the majority of whom are Geneva-based or have more critical leadership and strategic presence in Geneva than in New York.

- **Policy:** Led out of Geneva given our mandate to develop policy with, and for, our partners. As an example of the need to locate sub-functions in different locations, Policy will need to maintain a substantive presence in New York to cover the essential sub-function of inter-governmental policy issues.

- **Information Management:** Led out of Geneva due to IM's strong reliance on partner collaboration and data and greater proximity to the majority of OCHA's field offices to deliver support services.

- **Humanitarian Financing and Resource Mobilisation:** Led out of Geneva given need for the leader of this Function to have close proximity to as many of OCHA's donors as possible. In addition, this also better aligns with coordination/humanitarian response planning.

We will need to conduct the above exercise of best aligning geographic leadership for all of the current operational units based in New York and Geneva. We expect that this will reduce OCHA's total number of HQ units as operations are consolidated and re-aligned against the Results Framework.

Changing how OCHA works: A new OCHA-wide operating model

10. **To achieve functional excellence at field and global levels, OCHA will institute a new additional reporting and accountability relationship between Functional leads at HQ and the field while retaining primary accountability to Country HoOs for field staff.** Consistently deploying the best of OCHA's technical knowledge in the field is sometimes a challenge. Insufficient

formal links and accountabilities between functional departments in HQ and the field are a major cause of these challenges as are the lack of standard processes for HQ Functional staff to engage with counterparts in the field. This engagement does occur informally today – but not often, nor systematically, enough. When it does work, we are at our best. The objective is to make changes to our internal working relationships so that this becomes our new normal. Solving this issue will require instituting a new formal relationship between HQ and field.

EXHIBIT 5

Example of future state functional reporting lines for field staff

Dotted line to HQ

| HoO | HQ |

Country Functional lead(s)

- To operationalize dotted lines, a focal point for each Function in each Country will be needed
- In-country Functional set-up to be determined during implementation, potentially varying by country types
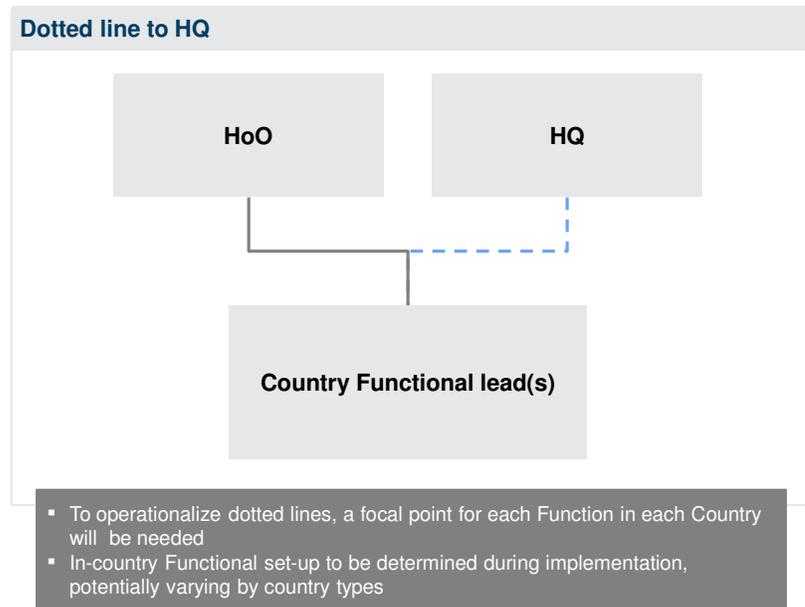
OCHA will implement clear definitions for both "solid" and "dotted" reporting lines. These will be developed in detail during implementation of the Change Process and may vary slightly by Function and country office typology. The current definitions of solid and dotted lines will be refined during implementation and are as follows:

- *A "solid line" represents a Primary Reporting relationship.* This arrangement reflects a senior unit/manager accountable for: (a) day-to-day management of colleagues, (b) timely delivery of agreed tasks and workplans within budget, (c) transparency on performance, and (d) final decisions on recruiting and performance management.

■ *A "dotted line" represents an Additional Reporting relationship.* This arrangement would be used to ensure the appropriate flow and deployment of Functional excellence and corporate strategy, as well as consistency and accountability in delivery across OCHA for the Function and the development of the organization's talent in this area. This reflects a senior unit/manager with: (a) a clear and defined role in hiring, termination, and performance evaluation (centred on the evaluation of technical skills), (b) regular input (e.g., annual) on setting strategic priorities, shaping work planning within budget, and reviewing progress, and (c) continued transparency into the technical quality of work and ability to intervene if necessary to solve problems.

EXHIBIT 6

OCHA definition of solid line to HoO and dotted line to Function

Activity	HoO responsibility (solid)	Function responsibility (dotted)
Competency setting	▪ Suggests adjustments to competency standards ▪ Signs off on TOR	▪ Sets competency standards for given position ▪ Drafts TOR ▪ Provides training ▪ Performs audit to ensure standards are followed
Hiring & Termination	▪ Convenes and owns hiring process ▪ Has final decision rights on making offer of employment ▪ Has final decision rights on termination of employment	▪ Involved on hiring committee ▪ Assesses and gives final input on technical competence in hiring process
Performance management & Deployment	▪ Fully owns overall performance reviews ▪ Seeks input from function on technical evaluations ▪ Identifies local needs ▪ Determines preferences for resources to be deployed	▪ Gives input on the component of performance review related to evaluating technical performance ▪ Manages functional career, including holding career planning conversations ▪ Administers functional staffing market ▪ Matches resource to HoO need
Budget & Workplanning	▪ Owns the budget ▪ Drives budget adjustments during year ▪ Owns country-level strategic priorities ▪ Sets all daily tasks and majority of all activities ▪ Manages continuous progress towards both immediate tasks and long-term goals, incl. issue resolution	▪ Participates in annual budget setting ▪ Little input on budget adjustments during year ▪ Drives long-term functional priorities across the organization ▪ Little input on day-to-day ▪ Reviews progress on long-term goals

This high-level description of solid vs. dotted lines will be developed for each Function during implementation

When this new reporting line structure is faithfully adopted, it will help OCHA operate "as one" and bring five important benefits:

■ Institutionalize collaboration between and within functions as the expected "normal," by building upon areas where it already works well today, and supporting a sense of community.

■ Ensure consistency in the performance of technical activities by cultivating thriving "Functional communities," improving

transparency into the quality of activities, providing mechanisms for necessary interventions to improve quality, and facilitating a more systematic application of policies, guidance, and procedures.

- Enable Functions to design and implement attractive technical (Functional) career paths.

- Support a clear and common understanding among all staff of their roles and how they should work with each other. This would be true across geographies, and would help partners know exactly what to expect from their different interactions with OCHA.

- Enable the HoO to focus on those management activities that make the biggest difference for affected people and partners, limiting the burden of activities such as administrative tasks that others can do.

11. **An Operations function will oversee country HoOs and be responsible for ensuring the open flow of expertise and information to and from all field offices and HQ.** OCHA must deliver field services with maximum efficiency and effectiveness to ensure that humanitarian aid reaches the intended affected people with maximum impact. A dedicated operations unit can help achieve this by:

- Taking full responsibility for the day-to-day management of all field offices and staff.

- Coordinating with the Functional entities at HQ to consistently bring the best of OCHA to the front lines.

- Guaranteeing the timely and accurate flow of information up and down the organization between affected people and the ERC and SG.

- Ensuring full organizational alignment (i.e., "command and control") during the response to major, acute crises.

An Internal Operations Committee (see also paragraph 17 below), comprised of Operations, Functional and Administrative leaders, will enhance the performance of the new organigram and operating model across OCHA. This committee will ensure the smooth running of the new functional arrangement, address recurring operational issues that have corporate implications, arbitrate and resolve differences, and escalate any irreconcilable issues to the EMC, ASG, and USG where necessary.

The responsibilities of the Committee will be to:

- Ensure information exchange between Functions and Operations & Advocacy.

- Ensure sufficient and appropriate capabilities and capacities are available to the field.

- Track and manage performance of Functions in the field.

- Align on needs and priorities from the field.

- Prioritize how Functions roll-out support to the field.

Consolidation of OCHA's footprint[2]: Regional and country offices

12. **OCHA's regional presence will be consolidated into five locations to optimize alignment with our operational partners and key regional actors, with the capacity, and role of these locations to be further refined.** OCHA will maintain long-term Regional hubs in Panama, Bangkok (with an Office for the Pacific Islands), Nairobi, Dakar, and one for the Middle East and North Africa. Although all of these regions experience a combination of acute and protracted crises, the proportion of each differs substantively and will be reflected in how these offices are capacitated and the scope of their responsibility (e.g., with Panama and Bangkok playing a more substantive role in backstopping OCHA's rapid response operations globally). The current role and structure of regional offices – surge, preparedness, and partnerships – will be aligned with the core Functions of the organization and its new Results Framework. As a part of our implementation process, we will examine whether the "regionalization" of some administrative and possibly technical core Functions[3] could bring additional efficiencies and Functional excellence.

13. **OCHA will review and tailor its policies on country office presence and lifecycle for countries with protracted crises.** The increasing prevalence of protracted crises is having a long-term and increasing impact on OCHA resources, country office size and overall global agility. As OCHA's lifecycle of operations protocols were originally designed in an era dominated more by episodic natural disasters, OCHA

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[2] Liaison Offices are part of the HQ structure and will be further analyzed during implementation

[3] Further regionalization would be in addition to the current role of Regional Offices in the oversight of Humanitarian Advisor Teams (HATs)

is critically reviewing and reworking its current policies to tailor them for protracted crisis settings.

Managing OCHA: People Strategy, committees and processes

14. **OCHA will develop and implement a new People Strategy that describes the type and size of workforce the organization requires, and the approaches it will use to attract, enable, and retain the best possible talent.** OCHA is an organization that adds value to the humanitarian ecosystem through its people and talent. As such, it is vital that OCHA develop a clear strategy capable of ensuring that staff are able to bring their best to partners and ultimately the affected people we collectively serve. We have established a working group, including representatives from field staff and staff representatives that will make suggestions for the contents of a new People Strategy that will outline OCHA's approaches for defining its workforce requirements and attracting, enabling and retaining the best possible talent. As a result of this work, a case may need to be made to the 5th Committee of the UN for adjustments and additions to grades and numbers.

15. **A People Strategy and Management Committee will be set up to permanently oversee talent and people management across the organization as well as career development for senior and emerging talent.** This will include responsibility for tracking the implementation of the final People Strategy. The Committee will advise the EMC and ensure the application of the People Strategy is consistent across OCHA. It will monitor HR KPIs (e.g., number of staff hired, number of staff on temporary contracts), solve issues that arise or escalate them to the EMC and beyond if needed. In addition, it will be accountable for end-to-end career management of senior and emerging talent (including P5 and above staff). Taking an organization-wide lens (rather than Division-level), will help ensure that senior staff are better distributed across the organization and their development needs taken into account in their postings.

16. **OCHA will establish a new Planning, Budget, and Finance Committee to ensure that the EMC is well informed and prepared to make strategic and financial decisions, as well as ensure there is a single source of budget information.** This Committee will link income, finance, and budget to strategy effectively via a results-based budget model. It will also provide a single-source of data for EMC decision-making. Underpinning data will be provided to the EMC and senior managers through online dashboards.

17. **OCHA will institute a new Internal Operations Committee, composed of representatives from each Core Function, the Operations function, Enabling Functions and relevant field entities.** This Committee will ensure the smooth running of the new Functional arrangement, manage recurring operational issues that have corporate implications, arbitrate and resolve differences and escalate any irreconcilable issues to the EMC, ASG, and USG where necessary. Further detail on the Committee is described above under decision 11.

18. **OCHA will use a digital management dashboard to ensure that the EMC, senior managers, and committees make decisions based on a single source of information on OCHA's operations, people, and resources.** Efficient decision-making is dependent on having access to an accurate and authoritative set of facts, which should be consistent for all management bodies. A set of initial management dashboards have been developed during the Change Process. These interactive dashboards will be available to senior managers throughout OCHA, depending on their level of authorization, to facilitate recommendations. The dashboards will be available online while static reports will be provided on a monthly basis. The dashboards that have been developed to date and are being rolled out are:

   - A Duty of Care dashboard indicating the exact number of staff in each Duty Location that OCHA has duty of care for.

   - A financial budget and expenditure dashboard.

   - An income dashboard (donor contributions and pipeline and regular budget income).

Further refinement and development of dashboards will continue with input from senior managers. Dashboards to track administrative KPIs, programme impact, stakeholder interactions and situational awareness will also be developed.

EXHIBIT 7

HR Dashboard example
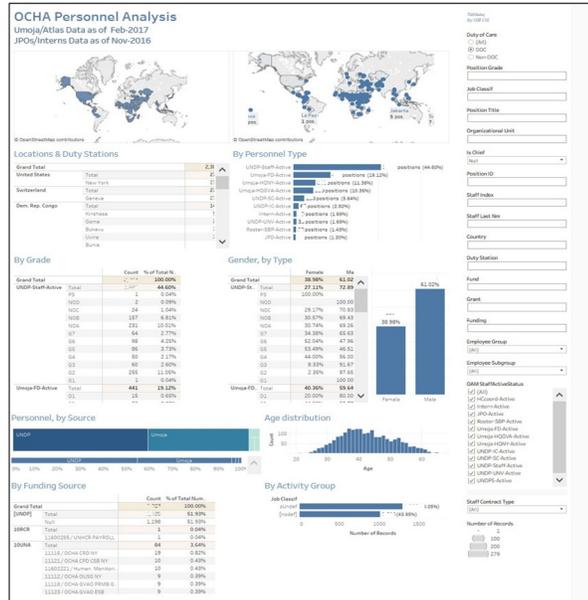
Improving OCHA's Administration

19.Beginning immediately, OCHA is streamlining its administrative services through 14 "quick win" decisions that increase delegated authorities and eliminate unnecessary internal controls. Self-imposed bottlenecks in OCHA's internal processes for the delivery of services currently span across procurement, travel, budget, finance, and human resources. Implementation of the identified quick wins across these areas will allow for greater decentralization to the field, greater focus at Headquarters on advisory services, faster emergency deployment and reduction of administrative fees paid to third party providers.

EXHIBIT 8

Agreed administrative "quick wins" (internal OCHA)

	Internal OCHA procedures	Current Status of implementation
Procure-ment	**1** $40,000 delegation of authority	• Currently piloted in 3 countries
	2 One-time allocation of US$340,000 to support stockpiling of Personal Protective Equipment	• Under implementation
	3 Use of Umoja for purchases below $10,000	• Announced
	4 Pre-purchase of 2 armored vehicles via WFP for emergency deployment ($450K)	• Under implementation
	5 Centralized plan for purchase and replacement of vehicles based on standardized criteria (allowing for context specific exception)	• Standard ratio to be established and implemented. Recommendation is for implementation no later than Q4
Travel	**6** Encourage all staff to use self-ticketing up to $1,000	• Announced
Budget and Finance	**7** Move from 1 month to 3 months financial authorization	• To be implemented based on OCHA cash reserve capacity
	8 Monthly update on OCHANet of budget, expenditure, income	• Implemented
	9 Access to Umoja for expenditure	• Implemented
	10 Budget managers have full delegation to make cost neutral adjustments	• Implemented
	11 Development of a new mechanism to provide authority to spend up using the contingency funds	• To be developed
	12 Consolidation of training budget at central level	• To be implemented in the 2018 budget instruction
Human Resources	**13** A pool of temporary posts to be proposed as part of the 2018 budget	• To be implemented in the 2018 budget instruction
	14 Managers ensuring access to Staff Welfare Counsellor services	• Implemented

20. **In the medium-term, OCHA will streamline its administrative services through OCHA-wide, standard decision processes for procurement, travel, and recruitment.** It has become clear that the current way of working is no longer sustainable and that OCHA has to set standard ways of working to deliver effective and efficient administrative services. Standard ways of working together will allow for clearer performance measurement and ensure the best use of resources. As such, decision-making processes (i.e., "decision trees") for procurement, travel and human resources processes have been developed. The organization will uniformly apply the decision trees. Given the nature of OCHA's work, decision trees for emergencies have also been designed to allow for faster deployment and response in the areas of procurement and human resources when necessary. Further adjustment to the decision trees will occur following the work of the Internal Review Team for Management initiated by the SG calling for simplification, decentralization and flexibility.

21. **New, common, Key Performance Indicators will track HR, procurement, budget, finance, and recruitment processes across OCHA.** The establishment of performance metrics will ensure accountability from all parts of OCHA and from our external service providers. This will allow us to manage our work transparently, use our

resources more efficiently and effectively across the organization, and address bottlenecks quickly. The KPIs will feed into the previously described management dashboards.

22. OCHA will work out new provisions with the Department of Management, including under the "Special Measures" approved by the General Assembly to facilitate the specific administrative services needs of OCHA. The success of the "decision trees" described above will require several discussions with the Department of Management to be fully efficient and effective in the delivery of administrative services in OCHA. We have already started this dialogue, with the discussion currently focusing on greater delegations of authority for procurement and greater OCHA control of the recruitment process for international staff in the context of the Mobility framework. Once agreements with the Department of Management are finalized, we will operationalize these service improvements and measures tailored to OCHA's needs.

IMPLEMENTATION PHASE

23. The focus from July through the end of 2017 will be implementing the blueprint described in this paper. We will select a Change Implementation Leader and Team to do this after the ODSG meeting. The change priorities for OCHA in the next 3-6 months will be:

- Further analysis, substantial staff engagement, and testing to build out the next level of detail of the blueprint (e.g., detailing out the organigram to an individual unit level; developing the specifics of how solid/dotted line reporting relationships and their accountabilities will work for each Function).

- A detailed implementation plan to deliver all of the critical changes. This will include rigorous performance management to ensure the plan is executed.

- A cultural change program to encourage and support behavioural change of OCHA colleagues and leadership.

Going forward, OCHA will put a Change Implementation Leader and Team in place to support the USG, ASG and EMC in carrying out the above workstreams, with an emphasis on engagement with staff across the organization. Now that decisions are made at a high-level, the tempo of communications with all OCHA staff will intensify.

It will be essential to closely coordinate progress on change with the other critical deliverables that OCHA will also be delivering in the second-

half of the year, notably our: Strategic Plan 2018-2021, People Strategy, and a $240M 2018 Budget. The Change Process will be implemented in the context of OCHA's reduced 2018 budget.

Throughout this implementation phase, we commit to substantial staff engagement in the field, New York and Geneva. We will also continue to engage our partners and donors in the process.

Continued investment in our Change Process and Implementation Team is an imperative for us. We must ensure adequate resources are made available to finance the critical next phase. **The Change Process will remain a priority of our upcoming Strategic Plan 2018-2021.**

CONCLUDING REMARKS

We have taken this Change Process seriously and are committed to implementing the blueprint that we have detailed in this paper. We know that we must make OCHA a better organization in the future to meet the needs of all our key constituencies: our staff, our partners, our donors, and, above all, the people affected by crisis around the world. Our work since January 2017 demonstrates our commitment to change and represents significant action in the right direction. Furthermore, we have undertaken this process while successfully maintaining the full range of OCHA's current work in the context of ever-rising complexity and volume of humanitarian crisis. We are grateful to all staff for their unrelenting commitment to our organization during this period. We are now shifting momentum and beginning the hard work of turning our blueprint into implementation while intensifying our emphasis on the cultural and behavioural changes that will be necessary for success. The OCHA of the future will be fundamentally different and better than the one we have today. We look forward to making this new OCHA a reality – together.

APPENDIX 1: USG CHANGE MANAGEMENT DECISION LIST

	Decision	Why is this important?
	Who we are	
1	OCHA is a **core part of the UN Secretariat**, serving the SG, the ERC, HCs and RCs, the IASC, Member States, and the broader humanitarian community.	This decision clarifies OCHA's identity and dispels the perception of some that we seek to be an 'independent agency'.
2	OCHA **leads humanitarian advocacy** for crisis-affected people and their protection, and **ensures efficient and effective coordination** for partners to deliver life-saving services to those people.	This decision highlights the core aspects of our mandate and explains where OCHA leads and where we facilitate the work of others. This also informs the vision and mission.
	What we do	
3	OCHA's five core Functions are the foundation of our new **Results Framework,** which defines our major outputs and deliverables as an organization.	This decision explains how our commitment to focus on OCHA's core Functions translates into our day-to-day work.
4	The new Results Framework is an **accountability framework** for OCHA, and will be a basis for our strategic planning, annual workplanning, and budget setting – for 2018 and beyond.	This decision explains how we will bring more transparency and accountability to our work, and to the planning, managing, budgeting and communicating of that work.
5	**In order to achieve efficiencies, improve performance and increase impact, we will diligently focus on our core Functions and stop specific activities that are out of scope.** Some of those that have already been highlighted include: a) disaster risk reduction and disaster risk management, b) selected reporting and info products, c) technical work on cash, d) aspects of private sector engagement, e) selected data efforts	This decision helps to address the concern that OCHA tries 'to do everything' and highlights our commitment to optimize our added value.

6	**We will consolidate activities and reduce duplication across several areas to ensure greater efficiency of resources.** Some areas that have already been highlighted include: a) thematic advisors, b) HR and administration, c) partnerships, and d) surge.	This decision demonstrates our commitment to eliminate the confusing, frustrating and inefficient duplications that have evolved as our organization has grown.
	How we do it	
	Through a new organigram and operating model	
7	**OCHA's high-level organigram will be organized** to reflect the five core Functions and major enabling Functions.	This decision takes forward the recommendation that OCHA establish a more 'Functional' organigram to facilitate work across the organization, clarify accountabilities and enhance Functional excellence.
8	Each **Function and Output** in OCHA's new Results Framework will be the responsibility of a specific **organizational entity** (e.g. division, branch, section) to ensure transparency and accountability.	This decision ensures that OCHA can establish real transparency and accountability for each of our major outputs and functions.
9	**Each organizational entity will be clearly led out of OCHA's New York or Geneva office based on the comparative advantages of each and the needs of local stakeholders.** **OCHA's New York Office** will lead on Operations & Advocacy, HR, Finance & Procurement, Strategy/Planning, and Strategic Communications; **OCHA's Geneva Office** will lead on Coordination, Policy, Information Management, Humanitarian Financing and Resource Mobilisation.	This decision helps us to optimize our work with and responsibilities to our Members States and partners by strategically aligning our physical presence with their needs and capacities.

10	To achieve **functional excellence** at field and global levels, OCHA will institute a new additional reporting and accountability relationship between the Functional leads at HQ and the field while retaining primary accountability to Country HoOs for field staff.	This decision is central to ensuring OCHA can achieve the highest possible performance, ensure best practices are effectively shared across offices, and improve the predictability of OCHA's field performance.
11	An **Operations function** will oversee country HoOs and be responsible for ensuring the open flow of expertise and information to and from all field offices and HQ.	This decision is essential to ensure that in future all of the capacities of HQ function collectively, effectively and with full accountability in support of the ERC and the field.
12	**OCHA's regional presence** will be consolidated into five locations to optimize alignment with our operational partners and key regional actors, with the capacity and role of these locations to be further refined.	This decision ensures we have a long-term, predictable presence at Regional level which is strategically aligned with our partners and targeted to the world's vulnerabilities and capacities.
13	**OCHA will review and tailor its policies on country office presence and lifecycle** for countries with protracted crises.	This decision ensures that we will optimize the efficiency and effectiveness of our field presence by aligning our lifecycle of operations with the new humanitarian landscape (i.e., increasing protracted crises).
**Through new management groups and processes**	
14	**OCHA will develop and implement a new People Strategy** that describes the type and size of workforce the organization requires, and the approaches it will use to attract, enable, and retain the best possible talent.	This decision translates our statement that 'people are our greatest asset' into concrete commitments and actions to ensure that OCHA has the workforce it needs.
15	A **People Strategy and Management Committee** will be set up to permanently oversee talent and people management across the organization as well as career development for senior and emerging talent.	This decision ensures that the new people strategy will be implemented and closely monitored, providing staff a corporate approach to support their career development.

16	OCHA will establish a new **Planning, Budget, and Finance Committee** to ensure that the EMC is well-informed and prepared to make strategic and financial decisions, as well as ensure there is a single source of budget information.	This decision ensures that OCHA's entire budget is managed strategically, transparently and collectively across the organization and based on 'a single source of financial truth'.
17	OCHA will institute a new **Internal Operations Committee**, composed of representatives from each Core Function, the Operations function, Enabling Functions and relevant field entities.	This decision aims to ensure that the new OCHA operating model and structure truly runs smoothly and that the organization does not slip into a fragmented, siloed and inefficient way of operating.
18	OCHA will use a **digital management dashboard** to ensure that the EMC, senior managers, and committees make decisions based on a single source of information on OCHA's operations, people, and resources.	This decision takes forward the recommendation to ensure that decision-makers have common, accurate, transparent and timely data on which to base the management of the organization and its strategic choices.
	Through improved administrative services	
19	Beginning immediately, OCHA is **streamlining its administrative services through 14 "quick win" decisions** that increase delegated authorities and eliminate unnecessary internal controls.	These decisions reflect the commitment of OCHA to rapidly address staff frustrations by eliminating unnecessary internal constraints and controls and establishing faster processes.
20	In the medium-term, OCHA will streamline its administrative services through **OCHA-wide, standard decision processes** for procurement, travel, and recruitment.	This decision aims to create consistency and predictability in the application of administrative processes across OCHA while also ensuring rapid provisions are preserved for emergency operations.
21	New, common, **Key Performance Indicators** will track HR, procurement, budget, finance, and recruitment processes across OCHA.	This decision ensures that the performance of administrative services is systematically tracked across the organization, that issues are identified and can be rapidly resolved, and that accountabilities can be enforced with both internal and external providers.

| 22 | OCHA will work out new provisions with the Department of Management, including under the **"Special Measures"** approved by the General Assembly to facilitate the specific administrative services needs of OCHA. | This decision demonstrates that OCHA's leadership has started and will continue to address with the UN Department of Management the adaptation of existing policies and procedures, or the development of new ones, for OCHA's emergency operations in keeping with the UNGA's provision for "Special Measures". |

Implementation phase		
23	The focus from July through the end of 2017 will be implementing the blueprint described in this paper. We will select a **Change Implementation Leader and Team** to do this after the ODSG meeting.	This decision demonstrates our commitment to translate the 'blueprint' for OCHA's change into detailed decisions and ensure their implementation in the near term, with substantial engagement of staff at all levels of the organization.