

UNDP Regional Service Centre for LAC

MINUTES

First Regional Practice Advisory Board Meeting

Panamá, 27 April 2009

Participants

Chair: Rebeca Grynspan, Director RBLAC
Board Members: Ali Al-Za'tari, Deputy Director BOM (video)
Douglas Gardner, Deputy Director BDP
Stan Nkwain, Deputy Director BCPR
Nicky Fabiancic, Deputy Director RBLAC

Michelle Gyles-McDonnough, RR Barbados
Susan McDade, RR Cuba
Antonio Molpeceres, CD Uruguay
David.Mclachlan-Karr, RR Venezuela
Beat Rohr, Centre Director and RBLAC Deputy Director

Resource Persons:

Freddy Justiniano, Leida Mercado, Maribel Landau, Management
RSC-LAC,
Juan Manuel Salazar, Nick Remple, María Tallarico, Ines Brill, Stefano
Petinato, , Angeles Arenas, , , Neus Bernabeu, Regional Thematic
Clusters, RSC-LAC
Juan Pablo Corlazzoli, Caroline Aberg, Fabrizio Andreuzzi (video),
RBLAC, NY
Krishan Batra, Lina Fernández, (video), BOM, NY

Main objective of the Board meeting:

To oversee the work and management of the Regional Service Center – Panama and the Regional Program, particularly in terms of the quality and efficiency of its services and its support to Country Offices (COs) and the overall performance of the Regional Program.

Issue	Recommendation or Findings	Next Steps
<p>The Regional Service Centre - LAC presents the case that all positions hosted by the RSC must cover their full operational costs irrespective of funding source. The suggestion is made by the Centre (see annexed slide 1) for an agreement covering all staff. This issue of GOE was clearly understood by all Board members.</p>	<p>The recommendation is to include this issue in the upcoming OG meeting and seek a common position. For this review, RBLAC stated that GOE should not be addressed solely as a management cost issue, but rather as needed to support the policy advisors/policy specialist and other advisors development work.</p> <p>BOM stated that all positions should come with 30% GOE as established in corporate guidance. BCPR provides a flat GOE of \$30,000 by PA/PS while BDP provides \$95,000 from the earlier SURF budget to RBLAC from the biannual budget.</p> <p>The RSC should charge sending units the 30% GOE when the GOE is not clearly provided. For budgetary purposes OPB calculates the cost of any post inclusive of the GOE. RBLAC supports the RSC suggestion.</p>	<p>RBLAC to present RSC case in the upcoming stocktaking discussion in the OG. 1</p>
<p>The RC/RR representatives raised their concern</p>	<p>The 2% CMS CO contributions to HQ will be</p>	

¹ OG meeting took place on 29 APRIL 09 and covered this topic. Minute notes on this topic are:

It was argued that the RSCs should not become a budget line item. They should be funded by a net transfer of resources from HQ, as originally foreseen. BDP agrees allocations to RSC advisors be regularized and a paragraph has been added to all the LTAs that are being finalized with each RB, to indicate that operational support contribution to the former SURFs is shifted directly to each RB's overall GOE budget earmarked for COs and RSCs. All positions should come with a 30% GOE as established in corporate guidelines.

<p>regarding a BOM circular which suggested a link between the additional 2% GMS CO contributions to HQ and the need for funding of Regional Centers.</p>	<p>used for corporate initiatives, be they in HQ or the field.</p>	
<p>The RSC is seeking agreement on the reporting and financial resource management of staff assigned to the Regional Service Centre.</p>	<p>While in the case of BCPR, BDP and RBLAC reporting lines are clear, BOM clarified that the Security Advisor and the outposted Audit unit have no reporting lines to the RSC. With regard to the Management Support Centre (MSC), BOM has stated its position that MSC staff are outposted BOM staff, with direct reporting to HQ, servicing priorities determined by HQ and not limited to those of the region or the RSC.</p>	<p>Assure compliance with the Board decision on a case to case basis. RSC to work with each unit on this issue. Use LTA to clarify. 2.</p>
	<p>In all cases where staff have a first reporting line to the Regional Centre (except those related to the immediate response and inter-agency duties of BCPR), resources must be decentralized to the Centre to assure accountability and reporting on results from the Centre. The current situation whereby some units continue to manage resources and ask staff to depend on HQ units for day to day and operational decisions is ideally to be discontinued by assigning the resources to the Regional Centre. Nevertheless, this is a complex topic that requires clarity on the way resource management is done and a detailed</p>	

² OG meeting took place on 29 APRIL 09 and covered this topic. Minute notes on this topic are: RBLAC conveyed a proposal.....The current situation whereby some HQ units continue to manage financial resources, and staff often depend on HQ for day to day and operational decisions, should be discontinued by assigning financial resources to RSC. To settle these issues and establish clear lines of accountability, BDP recommends that the signing of the LTAs by each Bureau be completed expeditiously

	agreement needs to be reached in LTAs.	
LTAs must be finalized in accordance with global guidance.	It is agreed that all Bureaus will work on finalizing the LTAs by end of May 2009.	BOM to submit draft LTA to RBLAC for review. All Bureaus to put staff behind the effort and conclude agreements.
The need for inclusion of Regional Knowledge and activities in global networks is raised.	Regional Practice Networks should become brokers between knowledge/experiences of COs and global knowledge (bottom up and back approach). Regional Practice Leaders role should include constant communication with Global Practice Leaders to connect regional knowledge with global knowledge (Poverty Cluster has set a good example).	RSC to assure compliance by working with each Practice leader
The 2008 report of the SURF and Regional Centre was presented.	The report was approved with a request to include in the next report documentation on non satisfied demand from COs.	RSC to include data in 2009 report
The RC/RRs and RBLAC requested the RSC to increase its efforts of balancing its service provision across countries and sub-regions. They also express the need for more communications on services from the Centre to Country Offices. Conversely, RSC requested RC/RRs to encourage more regular feedback from COs.	It was agreed that within the existing capacities, the RSC should increase its direct contact to promote its services with COs, particularly with those that are not getting or not demanding its services. The Regional Centre Director is encouraged to participate in geographical cluster meetings of the RC/RRs.	Coordinate with RC/RR on dates of meetings.
RC/RR suggested that the RSC offers as a service a mapping of all UNDP yearly available resource mobilization opportunities (including requirements and deadlines).	RBLAC informed that a person is being recruited to perform this task.	

<p>The separation of functions between RACP Chair and RCPO was discussed.</p>	<p>The Regional Centre Director (with ability to delegate if desired) will take on the RCPO function and the regional procurement advisor will be the chair of the RACP. Approval of the delegation function should be released by BOM. The delegation is to approve, withdraw or reject procurement cases bellow US\$1 million.</p>	<p>Updates to Job descriptions of Regional Procurement Advisor Officer, the RSC Director, and the RSC Chief of Operations will be made by RBLAC. To facilitate this review, BOM will share information of how it was done in Bratislava. RSC will send BOM a letter requesting delegated authority to the RSC Director and the second official deputized in lieu of the Director. The CPO will then send the letters to the RSC.</p>
<p>Shared Regional Finance Centre (RASSU) establishment was discussed. RBLAC stated that it does not have XB resources to establish this unit and suggested to include resources in the next BSB to allow its creation as a core unit.</p>		<p>Issue to be followed-up in the preparation of the 2010-2011 BSB.</p>
<p>Cost recovery at the Regional Centre was discussed. (see annexed slide 2 for details)</p>	<p>The Board recommended the establishment of a travel equalization scheme for outgoing travel as well as investigation if such could be feasible for workshops for CO participants. The Board agreed with the full funding of associate experts by the client and supports the practice of charging for delivery of KM</p>	<p>The RSC will prepare outgoing travel equalization guidelines to be implemented in the Centre for RBLAC Director approval. The RSC will investigate the</p>

	products including fees for maintenance and reinvestments. The Board also recommended that the cost of XB financed staff should be recovered in order to assure continuity of service when possible.	feasibility of an incoming travel equalization scheme.
Terminology for multiple acronyms and titles were discussed.	The term Regional Practice Team Leader will be used for all Thematic Leaders. The Regional Centre will be denominated Regional Service Centre LAC (RSC-LAC)	RSC to manage.
The need to document unsatisfied demand as well as desk/phone support to COs was raised. In addition, the Board stressed the importance of quality control of RSC services by tracking client satisfaction.	It is recommended that the RSC put in place a system that properly documents unsatisfied demands and service satisfaction from clients.	The RSC will present the Service Tracker tool currently under development before the end of May to RBLAC, BCPR, BDP and all Country offices.
The RSC Management work plan was presented	Approved	RSC to implement and report
The Regional Practice Leaders presented their work plans and projects.	All Regional Practice Leaders must finalize their project documents which have been assigned Bureau TRAC funds by end of May. Clusters should spend the assigned allocations by year end, otherwise funds will be re-assigned. Carry over into 2009 is not envisaged.	RSC to supervise compliance.
RBLAC raised the need to further discuss with Clusters the particular implications of the financial crisis in the work of each of the thematic areas.	RBLAC will organize particular sessions to address this issues with each Thematic Practice Area	RSC to supervise compliance
Inclusion of the Caribbean Country Offices as clients for the Panama based Practice Leaders is raised. Strengthening support is particularly	Assure that all Practice leaders include support to the Caribbean COs in their activities.	RSC to supervise compliance.

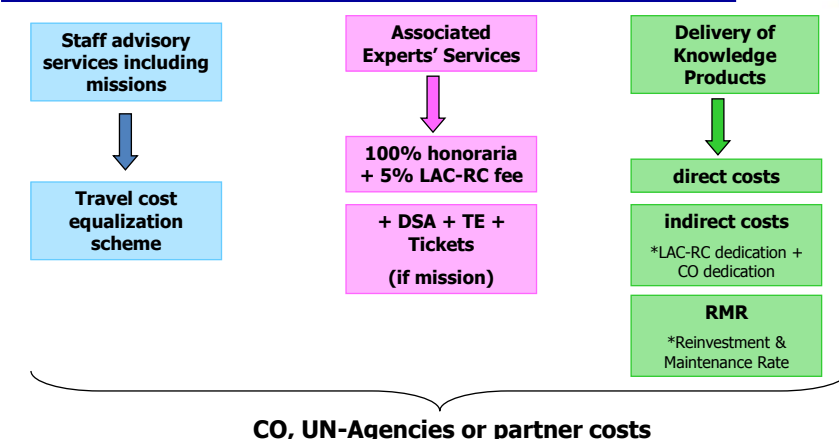
	needed in the area of Energy and Environment, with emphasis in Climate Change.		
	The use of Associate Experts was discussed as well as their link to knowledge networks.	It is recommended that each Cluster strengthen the identification of an expert network that assures a comprehension and promotion of a UNDP vision and tools.	RSC will launch the RFP for Associate Experts by end of May covering all thematic areas.
	BDP shared their recently developed Work Space and encourage its use by all Clusters, instead of creating similar tools separately.	Assure all Regional Practice Team Leaders take full advantage of this instrument.	RSC to supervise compliance.
	The Board was informed of useful change management work undertaken jointly by RBA, the Management Consulting Team (MCT) and BDP for the Johannesburg RSC to ensure service alignment, rationalization and coordinated support to COs.	The outcome of this work should be shared with the Panama RSC as a contribution to its ongoing reflections on coordinated service delivery.	RSC Director to ask RBA to share related outcome reports and blueprints.

Slide1. **Minimum** funding for all Project and Bureau sponsored staff

Position	Basic office and operational cost per month (office rent, IT equipment and services, common services, work station, video conferencing, cleaning, maintenance etc.)	Basic support for job performance per month (travel, seed money, initiatives, workshops, learning)
L/P and NO Positions	1,300 \$	1,500 \$
GS Positions	600 \$	150 \$

Slide2.

Cost Recovery Mechanisms



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