

**BASEL
CONVENTION**
Controlling transboundary movements
of hazardous wastes and their disposal



**ROTTERDAM
CONVENTION**
Share responsibility



**STOCKHOLM
CONVENTION**
On persistent organic
pollutants (POPs)



Proposal from the Executive Secretary of the Basel, Rotterdam and Stockholm Conventions for the organization of the secretariats of the three conventions

Briefing for Missions

24 January 2012



Overview of the briefing

- Mandate and scope
- Overview of the process followed to develop the proposal
- Summary of the proposal
- Other considerations
 - Financial matters
 - Management oversight
 - Task forces
 - Vision
- Next steps



Mandate and scope

- Substantially identical decisions taken by all three 2011 meetings of the conferences of the parties
- Authorizes staffing flexibility during the 2012-2013 biennium as long as the budget ceiling is not exceeded
- Requests a proposal from the Executive Secretary for the organization of the three conventions by 31 December 2011; to be implemented by 31 December 2012
- Requests a second “full proposal” from the UNEP Executive Director for consideration by the 2013 COPs
- Proposal limited to the Basel and Stockholm secretariats and the UNEP part of the Rotterdam secretariat
- Also includes certain performance criteria for the 2013 COP



Overview of the process followed to develop the proposal

- It was essential to have three substantially identical COP decisions on joint managerial functions; holding the 2011 COPs was the highest priority of the secretariat
- April-December 2011 provided the opportunity for the Executive Secretary to:
 - evaluate the performance of the secretariat in performing its duties
 - meet with all regional groups at each of the COPs to get input on possible restructuring and priorities for the secretariat
 - meet with all staff one-to-one to obtain individual secretariat member perspectives
 - establish a task force on restructuring to perform an operations analysis of the secretariat, and
 - provide the FAO part of the Rotterdam secretariat, and the UNEP Executive Director with the opportunity for input



Summary of the proposal (1)

- Executive Summary
- Introduction
- Background of COP decisions
- Overview of secretariat functions and organization as of November 2011
 - Functional organigramme
 - Staffing organigramme

Figure 1. Functional organigramme - current structure

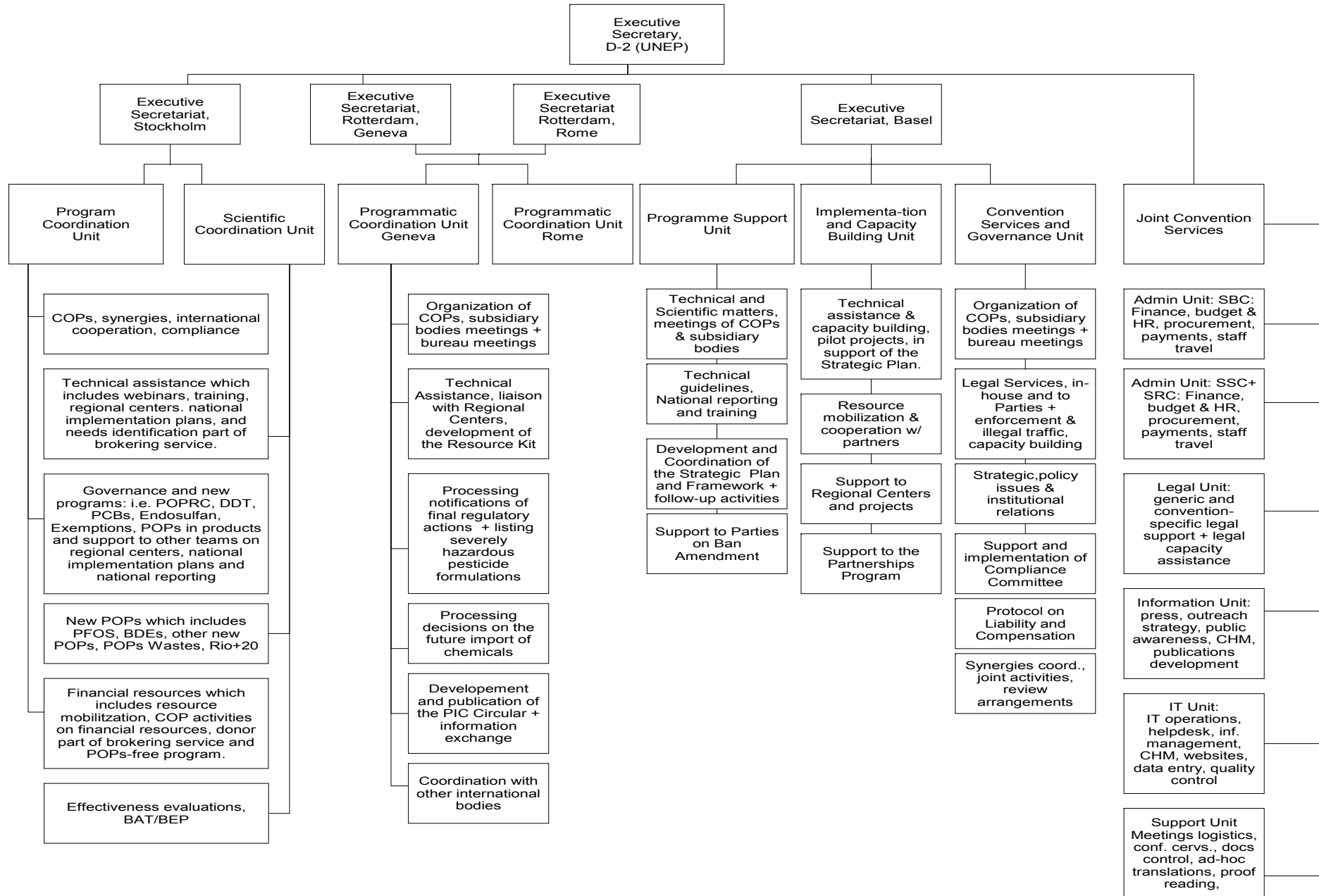
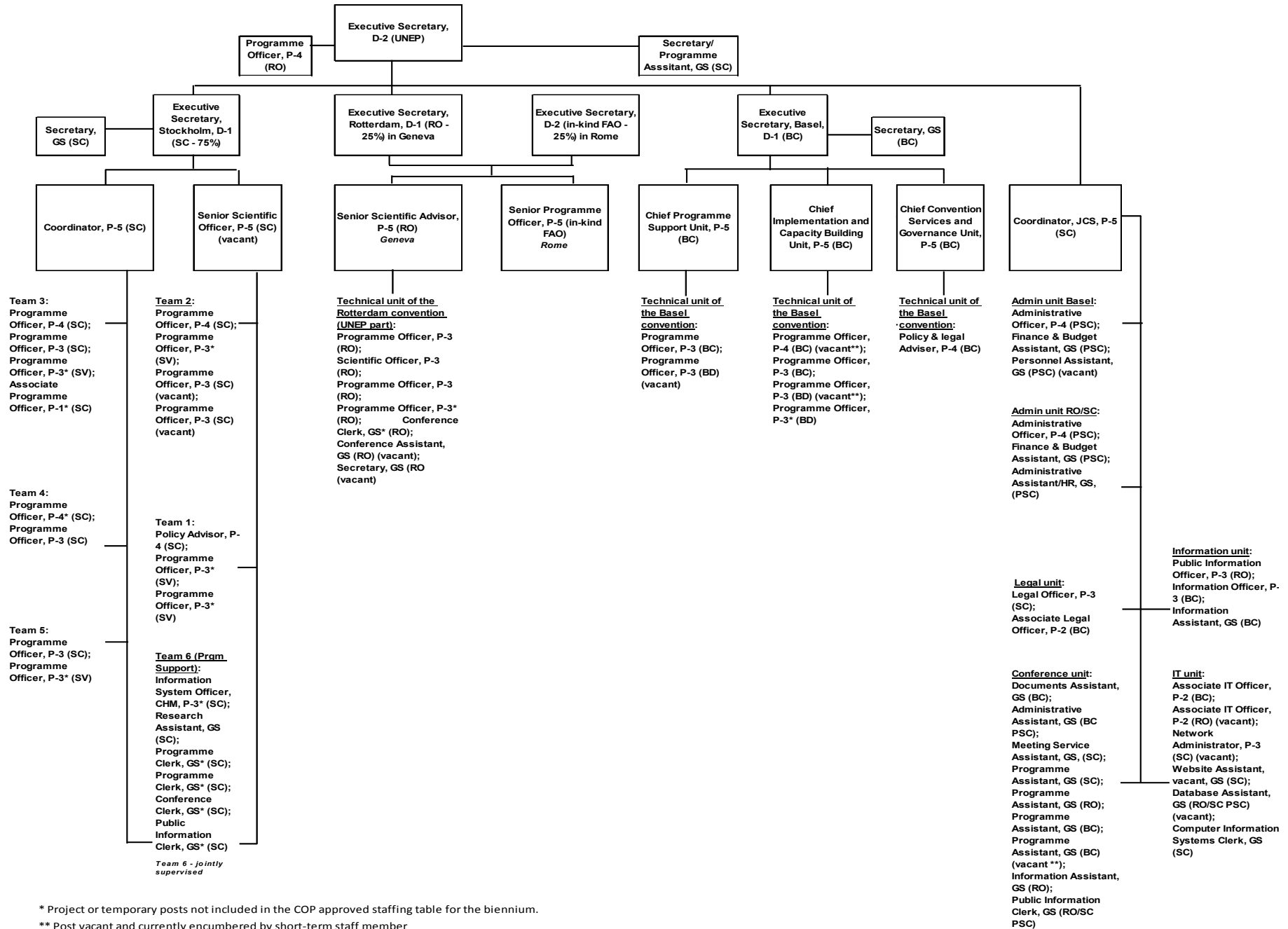


Figure 2. Staffing organigramme – current structure



* Project or temporary posts not included in the COP approved staffing table for the biennium.

** Post vacant and currently encumbered by short-term staff member



Summary of the proposal (2)

- Goals and objectives of restructuring
 - Operational synergies
 - Sustainability
 - Issues raised by parties and secretariat staff
- Overview of the process followed
- Proposal for the organization of the secretariat
 - Functional organigramme
 - Staffing organigramme

Figure 3. Functional organigramme - future structure

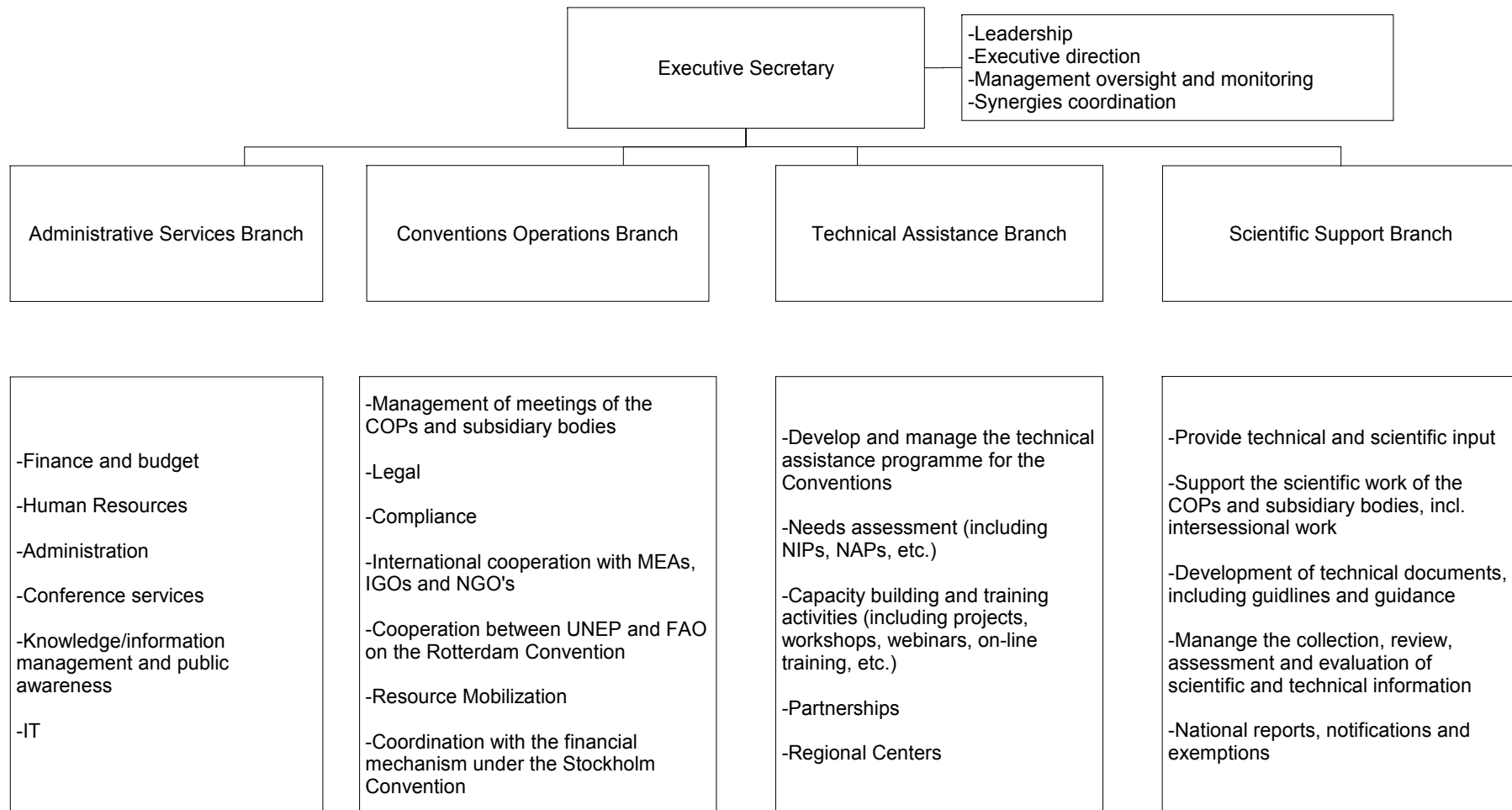
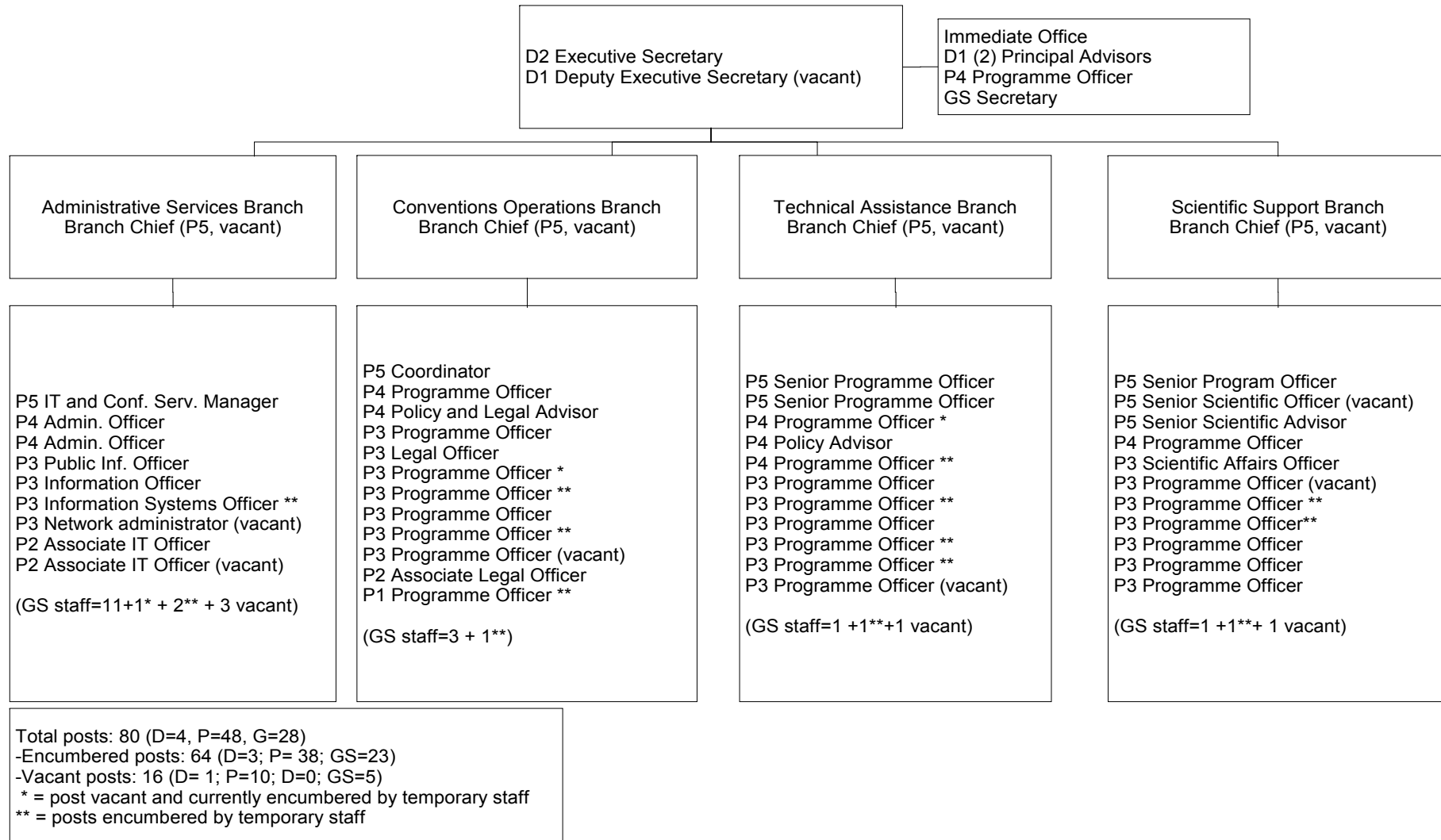


Figure 4. Staffing organigramme - future structure





Summary of the proposal (3)

- Advantages and disadvantages
- Timeline for implementation
- Management oversight
- Annexes
 - Draft vision statement
 - Summary of views expressed by parties and secretariat staff relevant to the organization
 - Report of the task force on restructuring
 - Demographics



Financial matters

- Need to stay within the 2012-2013 budget
- Need to absorb costs of the Executive Secretary by 2013 COPs
- Need to achieve synergies in other areas
- Wanted to maintain separation between the organization proposal and possible cost cutting actions.
- But, a key question is - how to fill management posts (\$1.3million/year)?
 - Hiring freeze in place since April 2011
 - Attrition – two departures since April 2011 (saves \$300,000/year)
 - Consolidation of space (saves \$130,000/year)
 - Projected future attrition (saves \$600,000/year)
 - Cost-effective holding of 2013 COPs (saves between \$950,000-\$1.4 million/year)
 - Any posts filled by internal candidates would offset needed costs by \$250,000-\$300,000/year
- Filling management posts will require assurance that sufficient savings have been found to stay within overall budget



Management oversight

- Implementing the new structure will require new management oversight tools to ensure accountability and legal autonomy
- Addresses key points in 2011 audit by OIOS
- Time accounting system
- Increased transparency
 - Workplans would be posted on the web, and progress would be reported quarterly
 - Quarterly financial reporting would be posted on the web
 - Quarterly “synergies” reporting (costs and benefits)
 - Standard operating procedures for all secretariat functions would be established and posted on the web



Task forces

- Secretariat task forces have been key to developing the proposal, and will be essential to its success
- Restructuring task force
 - Developed an operations analysis
 - Developed the future functional organigramme
 - Will support the transition
 - Work forms the basis for future standard operating procedures
- Space task force
 - Modeled the move to the 3rd floor into contiguous space based on future branches
- Sustainability task force
 - Looking at improving the secretariat's environmental and resource sustainability
- Training task force
 - Building a training programme for all secretariat staff, including training that can smooth transition into the new structure



Vision

- Without a vision, how do you know where you are going?
- Helps organize people around common goals, objectives and attitudes
- Signals to stakeholders what they should expect
- Provides a frame of reference for evaluating the success of the secretariat
- Comments welcome!!!



Next steps

Proposal transmitted to bureaux for views	22 December 2011
Proposal made available to all Parties and observers	23 December 2011
New structure put into effect	18 February 2012
Branch “fact sheets” completed	18 February 2012
Acting management put in place	18 February 2012
Consolidation of secretariat staff in reduced space	1 March 2012
Formal selection process for management positions	March–December 2012
Revise job descriptions for all staff	31 December 2012
Deadline for adjustments to new structure	31 December 2012
Finalization of secretariat report on synergies	31 December 2012
Publication of secretariat report on synergies	90 days before 2013 COPs
Full proposal for cost-neutral organization of secretariat	90 days before 2013 COPs



Conclusion

- A link to the proposal can be found on the front page of the convention websites
- Written comments on the proposal are welcome, and will be responded to on the website
- Parties will be kept informed of progress, especially the posting of vacancy announcements!
- Comments or questions concerning this briefing are now welcome