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Dear Colleagues,

In the Organisational Development plan issued last August, we noted the overlap in the functions and responsibilities of the Departments of Administration and Human Resources and Operations and Technical Support. These departments are currently responsible for:

- Administration.
- Human resources management;
- Information and communication technology (ICT);
- Engineering;
- Procurement and logistics;

We noted also that the ability of the two departments to carry out their functions effectively is diminished by the current, considerable workload, which will further increase once reforms start in key areas, particularly human resources, ICT and housing and camp improvement.

I asked the Deputy Commissioner-General to chair a small task force comprising DOS, DEO, DAHR and DOTS, to pursue these issues in more detail. After several meetings, and taking into consideration further bilateral discussions with various involved stakeholders, a restructuring proposal was submitted to, and endorsed by the Management Committee on 12 October.

I am pleased to share with you the key elements of the new structures which I have now approved.

1. We will establish a **Department of Human Resources (DHR)**. This department will differ from the current AHRD in that it will deal exclusively with human resources matters, including personnel, recruitment and compensation and management services, with a strong focus on the implementation of initiatives under the recently approved human resources management strategy. Administration will not be part of its purview. To head this department a new post of Director will be created (initially funded through the OD budget). The post will be advertised shortly.

2. We will establish a **Department of Administrative Support (DAS)**, with responsibility for administration, procurement, and information and communication technology. We recognize that the management and

development of ICT in the Agency requires increased focus and resources. We have allocated funds from the OD budget to conduct an in-depth examination of the Information Systems Division with a view to improve its structure, management and capacity. Guy Siri, currently Director, Operational and Technical Support Services, will head this new department.

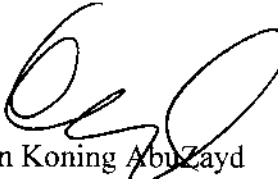
3. We will establish a **Department of Infrastructure (DInf)**, with responsibility for design, project and contract management, maintenance related to all UNRWA installations, housing and camp improvement. Functions relating to environmental construction that are currently carried out by the Environmental Health Unit in Gaza will be shared between the new Department of Infrastructure and the Department of Health. The Department of Infrastructure will absorb environmental construction functions while the Department of Health will assume functions relating to sanitation. Issam Miqdadi, currently Director, Administration and Human Resources, will head the new Department of Infrastructure.

The establishment of these three departments will require a re-distribution of the divisions and other working units currently included in AHRD and OTSD. Although the structure of the Field Offices need not mirror exactly that of Headquarters, and although each Field Office has its own needs and specificities, we would like to ensure that there is consistency among all structures.

I have asked the task force chaired by the DCG to continue to work on a number of issues that require further discussion and clarification. In particular, the task force will:

- (a) Propose a structure for ICT management;
- (b) Propose alternatives for the management of the procurement function, including the extent to which this function should be centralized;
- (c) Propose related Field Office structures, and define "functional areas" between the new departments and Field Offices;
- (d) Produce a revised organigramme; and
- (e) Determine whether additional resources are needed to carry out the restructuring.

I trust that the restructuring exercise will increase the effectiveness and efficiency of UNRWA's management, in line with the principles and approach of the Organizational Development plan. I will keep you informed of further measures as the task force continues its work.



Karen Koning AbuZayd
Commissioner-General