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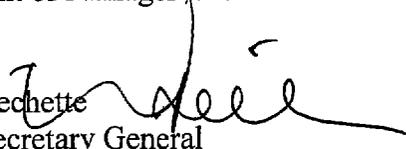
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INTEROFFICE MEMORANDUM

MEMORANDUM INTERIEUR

Date : 19 December, 2005

To : Christopher Burnham
Under-Secretary General
Department of Management

From : Louise Frechette 
Deputy Secretary General

SUBJECT : **Further tasking on elements for the upcoming reform report**

As we have discussed, two of the critical reform pieces relate to the possibilities for offshoring or outsourcing of key administrative services as well as the transformation of our reporting to Member States on management and finance-related matters. In both cases, we will need a good sense of the current situation as well as what we want to propose for the purposes of the Febuary reform report. I would very much appreciate it if your office could provide some information inputs in this regard.

More specifically :

1. Offshoring/Outsourcing

What specific services and activities do we intend to outsource or offshore? We need to start putting together some convincing numbers, and for this we will also need to know what the current costs (in terms of funds and personnel) of these services are including non-DM-related functions. Preferably, this analysis could extend to the services in our Offices Away from Headquarters (OAHs) as well. We understand that the McKinseys team may also be able to provide benchmarking data in terms of potential cost savings.

2. Reporting

- a. In addition to developing a new Annual Report format, I would ask that an assessment be made of all current reporting obligations on management, human resource and finance issues in order to identify opportunities for consolidation and discontinuance of existing reports.

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- b. Some assessment might be necessary to benchmark UN practice with several different Member State governments, UN agencies, funds and programmes, and multilateral agencies.
- c. A preliminary indication of the underlying systems changes needed for such a transformation to take root.

I know the deadlines are very tight. But I would appreciate every effort that could be made to provide these inputs by mid-January. Let me know if you require any additional guidance or information in this regard.