



Barcelona, September 10, 2024

ANSWERS TO QUESTIONS

Open procedure: Comprehensive Organisational Audit for the Union for the Mediterranean - 18 - PRO517CAB-2024

With reference to the above-mentioned procedure, please find below the answers to the questions posed by the interested companies:

REQUEST FOR CLARIFICATIONS Nr. 1 (dated Wednesday 28/08/2024 12:26)

Question 1: *Are there any key challenges you face in governance and leadership?*

Answer: Yes. The external challenges (Co-Presidency and Member States) have not been formally identified and would need to be part of the study. The internal challenges (UfM Secretariat) were pre-identified through a preliminary Institutional Development Plan analysis done in the first six months of 2024. The analysis will be shared with the contracted service once selected, to build on it before conducting relevant interviews or studies.

Question 2: *Do you already have available organisation flowcharts, process flowcharts, written policies and procedures for each division/department?*

Answer: In some cases, yes (in the Administration department: event processes; procurement processes; Missions processes; Anti-corruption and Anti-Fraud policy; Code of Conduct; Staff regulations and their implementing rules which are under review currently) but it is not systemized and common practice through the whole organization

Question 3: *How many divisions within operations do you have?*

Answer: 6 sectoral/thematic divisions and 4 horizontal ones (Cabinet of the Secretary General, Directorate of Operations and Partnerships, Legal & Administration department, Communication and Public Affairs)

Question 4: *What IT systems and infrastructure are currently in place?*

Answer: We are running Windows Server with Active Directory for the security of the accesses of our users. Microsoft 365 for the email communications. And Meraki for the network.

Question 5: *What is your HR information system? Do you use workday? Successfactors?*

Answer: There is no HR information system at the UfMS for now. The procurement process for an HRIS is in finalization. It's planned to implement the HRIS partially in Q4 2024 and in totality in 2025



Question 6: *What recent changes have been made in HR operations?*

Answer: The HR Unit has been created in 2023, reporting directly to the UfM Secretary General. The HR organization has been defined and implemented, the HR working plan for 2024 and 2025 have been defined.

The HR digitalization process has been initiated (full implementation in January 2025).

Inductions plans and probational period assessment have been introduced.

The 2024 Internship program has been relaunched aligning to local regulations.

The interim measures on hybrid working have been agreed (implementation in Q4 2024 with the HRIS).

A Gender quantitative and qualitative assessment is ongoing (first step for a Gender, Diversity and Inclusion policy).

Question 7: *Are there any specific areas in HR management you want us to focus on?*

Answer: New Staff Regulations and Implementing Rules; Development of People management skills; Respect of internal rules and Code of Conduct; Gender, Diversity and inclusion Policy; and, Transversal skills and competencies of the staff

Question 8: *Can we get access to all relevant documents including organisational charts, job descriptions, and HR policies?*

Answer: Yes. All documents will be shared with the selected service once the contract is awarded.

Question 9: *What are the main challenges in recruitment, selection, and retention for talent?*

Answer: In recruitment: the UfM is not offering the same level of compensations & benefits of similar international organizations.

The selection process is impacting the time to fill due mainly to the administration required.

Few internal opportunities for growth could impact the retention in the future.

Question 10: *Which tool do you use to prepare budgeting and financial reporting?*

Answer: Navision

Question 11: *Do you have a formal risk management framework or policy document?*

Answer: No

Question 12: *Do you maintain a risk register that lists identified risks, their assessments and mitigation strategies?*

Answer: No



Question 13: *How do you plan to ensure the cooperation and participation of all staff during the audit?*

Answer: As the audit has been formally endorsed by the Co-Presidency and member states, and is a priority of the current reform process the organisation is undergoing, the staff has been made aware about the importance of participating diligently to the audit. Close follow-up of their participation to the proposed exercises will be done by the office of the Secretary General, to mobilise any staff when required and make sure they cooperate and participate.