

**42<sup>nd</sup> Meeting of the Standing Committee  
24-26 June 2008**

**Agenda Item 6(a)**

**Oral update on the structural and management change process**

*Presented by the Director, Organizational Development and Management Service*

The aim of the Structural and Management Change Process is to improve UNHCR's responsiveness to the needs of population of concerns by locating more resources closer to the point of delivery and more services where they are most effective. This has involved reviewing and realigning structures, processes and staffing to maximize flexibility, effectiveness and overall performance. Since the last update to the Standing Committee in March 2008, progress has been achieved in all areas of the reform process, as summarized below.

## **1. Structures**

### *Objectives:*

- Create a more streamlined Headquarters, capable of providing overall direction and maximum support to the Field from the smallest, most efficient platform by: rationalizing and consolidating functions; simplifying processes; responsibly devolving decision-making and support services to the Field; and locating administrative services where they yield the most benefit and are most cost-effective.
- Enhance overall performance and effectiveness of UNHCR's field presence by: locating substantive support services closer to the point of delivery; establishing structures and tools capable of supporting regional and situational planning; finding the right balance between international staff, national staff and additional workforce arrangements; and prioritizing implementation through partners.

### **1.1 Field Review**

*Objectives:* maximize UNHCR's delivery of protection, assistance and solutions for populations of concern by creating efficiencies, ensuring coherence, and identifying the most effective and appropriate arrangements to run operations and implement programmes.

### *Progress:*

- Research and analysis carried out by multi-stakeholder working groups from July 2006 to June 2007
- Decision taken by High Level Task Force in September 2007 to launch a field review survey
- External consultancy Dalberg Global Development Advisors recruited in January 2008
- External NGO Reference Group established in January 2008
- Survey launched in 50 UNHCR country programmes in February 2008
- NGO survey launched in 12 countries in March 2008
- Recommendations from the field review surveys presented by Dalberg on 9 April 2008
- Workplan and focal points for field review follow-up agreed by the Senior Management Principals on 10 April 2008
- Follow-up to field review commenced in late April 2008

### *Next steps:*

- Finalize guidance and roadmap for field review follow-up and inform all staff by September 2008
- Develop template and methodology for the review of country programmes by October 2008
- Update guidance note on office design parameters (using the Dalberg findings) in November 2008

## 1.2 Decentralization, Regionalization and Headquarters Review

*Objectives:* maximize the resources the organization has available to support its beneficiaries in the Field by locating situational planning, decision-making, and support as close as possible to the point of delivery and enhance partnerships with regional and national actors and institutions.

*Progress:*

- List of essential Headquarters functions established in June 2006
- Functions and structures of Divisions (DER, DIPS and DOS) reviewed from June 2006 to May 2007
- Framework decisions on regionalization and decentralization issued in June 2007
- Implementation plan for regionalization adopted in October 2007
- Workshops on accountability between regional and country offices held in Southeast Asia and Southern Africa from December 2007 to May 2008
- Terms of reference for regional structures adopted in June 2008

*Next steps:*

- Finalize the accountability framework template for regional and country offices: August 2008
- Further assess potential to eliminate duplication and address issues of replication: July to September 2008
- Identify further opportunities for streamlining, decentralizing and outposting Headquarters functions, with an immediate focus on training functions: August 2008

## **2. Processes**

### Results-based management

*Objectives:* Implement a results-based management (RBM) approach throughout the organization.

*Progress:*

- Development of the RBM software, *Focus*, started in July 2006
- Piloting of *Focus* took place between November and December 2007 in eight countries (Argentina, Bosnia and Herzegovina, Costa Rica, Malaysia, the United Republic of Tanzania, Thailand and Yemen).
- New version of *Focus* released in March 2008
- New UNHCR results-based budget structure approved at the 41st meeting of the Standing Committee.
- “Pre-roll out” regional workshops convened between April and June 2008
- Revised 2009 regional and country operations plans (as submitted in March 2008) transposed into the new budget structure using *Focus* in the workshops from April to June 2008.

*Next steps:*

- Complete global roll-out so that 2010-2011 Regional and Country Operations Plans are prepared directly in *Focus*
- Conduct “train the trainer” workshops to ensure full integration of *Focus* in UNHCR offices worldwide

## **3. Staffing**

*Objectives:* align workforce policies and strategies with organizational needs; develop a more rigorous approach to management assessment; and introduce an annual Global Staff Survey as a diagnostic and accountability tool.

*Progress:*

- Design of Management Assessment Programme commenced in December 2006
- Methodological preparation for workforce alignment commenced in January 2007
- Global Staff Survey implemented in November/December 2006 and analyzed in January 2007
- Gender policy issued in March 2007

- Action plans developed on the basis of the Global Staff Survey results in February 2008
- Testing of the tools of the Management Assessment Programme completed by February 2008
- Preparations for second Global Staff Survey commenced in March 2008
- Improved fast track model for the deployment of staff issued in May 2008
- Review and revision of internal policies relating to National Officers commenced in May 2008
- Methodology for process mapping of human resources functions developed in June 2008

*Next steps:*

- Review policies and practices concerning workforce deployment from June to August 2008
- Undertake process mapping of human resources functions from June to August 2008
- Launch the second Global Staff Survey in late July 2008
- Revise internal policies relating to National Officers in September 2008 (as part of the package of field review follow-up)

*UNHCR*

*10 June 2008*