

Organizational Development and Management

**Update
June 2008**

Update Overview

- **Field Review**
- **Headquarters Review**
- **Decentralization and Regionalization**
- **Results-Based Management**

Field Review

Objectives

Optimize the configuration of UNHCR's field presence so that we are more effective, efficient and flexible while enhancing our overall performance at the field level. Examine in more detail:

- direct implementation by UNHCR and activities that could be transferred to partners
- the appropriate balance between staff deployed to capitals and staff deployed to field locations
- the appropriate balance between UNHCR staff and additional workforce
- the use of national professional staff

Progress

- **Jan '08:** Engaged Dalberg Global Development Advisors to assist in the review.
- **Feb/March '08:** Designed and launched a Field Survey (in consultation with internal Focus Group and external NGO Reference Group).
- **Feb/March '08:** Designed and launched an NGO Survey (in consultation with NGO Reference Group).
- **April '08:** Issued recommendations and prepared workplans.
- **April/May '08:** Commenced follow-up (including ODM participation in Annual Budget Programme Review)
- **May '08:** Shared Dalberg findings with ExCom members in ICM

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Dalberg Summary: ratios and trends

Implementing arrangements

- Use of implementing partners has increased in value but declined as a share of total UNHCR's field expenditures from 41% in 2001 to 36% in 2006. Variations between countries are more significant than the global trend (which has shown signs of a reversal based on 2007 data).
- Direct implementation by UNHCR currently represents 25% to 35% of total field expenditures, not including operational partners.

Workforce composition

- International officers currently represent 80% of UNHCR's professional staff in the field, although the ratio has moved slightly in favor of national officers over the last seven years. Variations between countries are more significant than the global trend.
- Today, national and international officers fulfill the same functions with national officers increasingly engaged in protection work, from 14% in 2000 to 27% in 2007.
- Although UNVs and UNOPS represents on average 50% of the professional workforce in countries that use this additional workforce, the overall share of the field's expenditures on UNVs and UNOPS remains low. The number of country programmes using UNVs and UNOPS is, however, increasing.

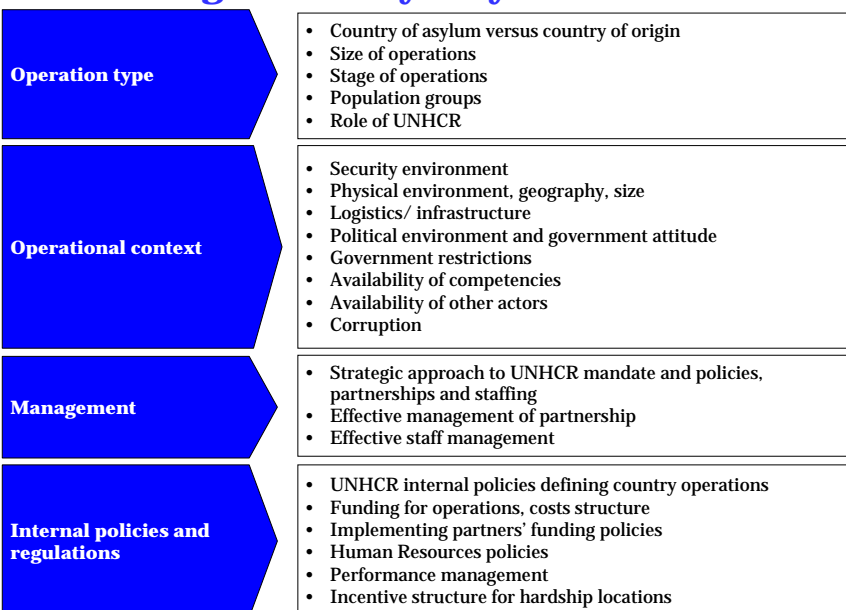
Field deployment

- 58% of UNHCR's workforce deployed in the field is located outside capital cities.
- From 2000 to 2007, a 6% compounded annual growth occurred in the number of staff deployed outside of capital cities (compared to a 4% compounded annual growth in the number of staff in capital cities).

Sources: Field Review Survey, Interviews, Field visits, Dalberg analysis

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Dalberg Summary: key drivers of ratios



Sources: Field Review Survey, Interviews, Field visits, Dalberg analysis

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Next Steps: General

- Work on recommendations emerging from the Field Review on workforce and implementing arrangements: **May to December 2008**
- Announce guidance and changes resulting from the Field Review to all staff in a message from the HC: **September 2008**
- Update guidance note on design parameters for UNHCR field presence (using Dalberg findings): **November 2008**
- Develop template and methodology for the review of country programmes: **December 2008**
- Conduct selected field missions to review staffing structure, workforce composition and implementing arrangements: **December 2008 - February 2009**
- Use revised guidance and substantive criteria emerging from the Field Review in the Annual Programme Review exercise in 2009 (to prepare 2010-2011 budget): **April - May 2009**

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Next Steps: National Officers

- Review, simplify and streamline administrative procedures for national officer posts: **May to December 2008**
- Develop guidance note on criteria for the use of national officers: **September 2008**

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Next Steps: Additional Workforce

- Develop guidelines that define and clarify the processes and criteria required for the use of UNVs, UNOPS and other additional workforce arrangements: **May to September 2008**
- Review feasibility of creating a consolidated unit at Headquarters (i.e., “one stop shop”) for additional workforce arrangements: **July to December 2008**

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Next Steps: Workforce Deployment

- Conduct a more in-depth analysis of incentive schemes and whether adjustments could impact positively on the number of senior staff deployed to deep-field locations: **May to September 2008**

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Next Steps: Implementing Arrangements

- Refine global policy on implementing arrangements, including with national NGOs: **May to September 2008**
- Review and, where possible, remove funding restrictions and other obstacles to implementation through partners: **May to December 2008**

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Implementation Timeline

2008							
May	June	July	Aug	Sept	Oct	Nov	Dec
Streamline procedures							
Develop and update policies and guidelines							
Announce changes to all staff							
Redesign programme review process							

Headquarters Review

Objectives

- Design a more streamlined Headquarters, capable of providing overall direction and maximum support to the Field from the smallest, most efficient platform.
- Rationalize and consolidate functions and structures so as to maximize the resources the organization has available to support its beneficiaries in the Field.

Guiding Principles

- Integrated approach
- Added value and comparative advantage
- Relevance
- Prioritization

Guiding Principles

Integrated approach: The review will be guided by the management concept of integrated and coordinated multi-functional teams. It will likewise rely on a modern notion of protection, which comprises both a policy and operational dimension.

Guiding Principles

Added value: The review will also be guided by the note “The Essential Role of Headquarters” (June 2006) and the notion of “added value”, identifying areas of duplication, redundancy and multi-layered reporting. Non-essential functions maintained at Headquarters would require proof of management necessity or “intelligent choice.” Additionally and in cooperation with relevant Divisions, the anticipated impact of regionalization/decentralization, MSRP and process simplification would be assessed to determine opportunities for further economies of scale.

Guiding Principles

Relevance: The review will assess the relevance to the field of service-oriented entities, in relation to direct delivery of mandate functions or demonstrated support.

Guiding Principles

Prioritization: Rigorous prioritization to prevent expansion at Headquarters and a proliferation of initiatives.

Decentralization & Regionalization

Objectives

- Bring decision-making and support as close as possible to the point of delivery
- Enhance regional coherence and situational planning
- Strengthen accountability and oversight
- Achieve economies of scale
- Enhance operational flexibility
- Strengthen partnerships with regional fora

Progress

- **June '07:** Adoption of Framework Decisions on Regionalization
- **Oct '07:** Adoption of implementation plan for regionalization
- **Oct '07:** Establishment of Working Group on Regional Structures
- **April '08:** Development of ToRs for regional offices, and job descriptions for key regional posts

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Next Steps

- Develop a generic accountability framework for regional and country offices: **September 2008**
- Within the context of the Headquarters Review, assess the impact of regionalization on Bureaux/Divisions, identifying further potential to avoid replication as well as multi-layered reporting: **July to December 2008**
- Refine systems and programming tools (e.g., MSRP and FOCUS) capable of supporting decentralization and regionalization: **Ongoing**

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Results-based Management

Objective

Implement a results-based management approach throughout the organization

Progress

- **July '06:** Development of the RBM software, FOCUS
- **Nov/Dec '07:** Piloting of FOCUS (Argentina, Bosnia, Costa Rica, Malaysia, Tanzania, Thailand and Yemen)
- **March '08:** New version of FOCUS released
- **April/June '08:** “Pre-roll-out” regional workshops convened

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Next Steps

- Complete global roll-out so that 2010-2011 Regional and Country Operations Plans are prepared directly in FOCUS
- Conduct “training of trainers” workshops to ensure full integration of FOCUS in UNHCR offices worldwide

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Thank You