

50th Meeting of the Standing Committee
1-3 March 2011

Agenda item 6(b)

Oral update on UNHCR's Structural and Management Change Process

This document provides an update on progress made towards the consolidation of UNHCR's structural and management change process since the last overview presented to the Standing Committee in September 2010.

Progress on regionalization

- The Organizational Development and Management Service (ODMS) is currently carrying out a stocktaking review of regionalization in order to assess the extent to which the main objectives have been met and to examine where further consolidation and fine-tuning may be needed. The objectives of regionalization are to enhance overall performance and effectiveness of UNHCR's field presence and maximize the resources available for its beneficiaries in the Field through: i) increased operational responsiveness and accountability for results; ii) strengthened sub-regional strategy formulation and solutions planning; and iii) enhanced ability to operate with partners in a changing institutional environment,
- As part of the review process, by the end of March 2011, ODMS will have completed a series of extensive interviews with staff at all levels in a number of regional offices, as well as in offices covered by the regional offices. These interviews are aimed at capturing the views of colleagues directly affected by the process, on how it is functioning.
- These consultations provide valuable information on lessons learned and examples of good practices, as well as on the challenges that still need to be addressed. Following up on these challenges will be critical to sustain the benefits reaped from the process, taking into account the operational context and specificities of the different regionalization models.

Results-based planning and budgeting

- A snapshot evaluation of six central tenets of results-based management (RBM) in UNHCR was conducted during the second half of last year and published in November 2010. The evaluation, based on information gathered through missions to four operations as well as telephone interviews with staff in other operations, sought to provide a field-based perspective on RBM. It revealed that significant progress had been made with respect to the introduction of RBM programming and budgeting, while also identifying a number of issues which require further attention in order to more fully realize the potential of the approach.
- Internal consultations were held on the findings of the snapshot evaluation and a number of follow-up measures agreed upon, including:
 - develop training on RBM,
 - simplify the planning processes,
 - review the results framework, and
 - develop a more manageable set of global strategy priorities (GSPs) for the 2012-2013 programme cycle

- UNHCR has already begun to implement the above mentioned actions. The draft GSP for 2012-2013 are being reported upon separately (EC/62/SC/CRP.5). In addition, a plan for the second phase of enhancements to *Focus* functionality has been developed to strengthen support for key business processes, including the simplification of the planning process for 2012-2013 and the development of *Global Focus* for external use.
- The report of the evaluation, *Measure for measure: a field-based snapshot of the implementation of results based management in UNHCR*, and a summary of initial measures being proposed to address the main findings and recommendations of the report, *Measure for measure: Initial management response*, issued in December 2010, are available on UNHCR's website.

Human resources management

- The new assignments procedure for international professional staff took effect as of the September 2010 Compendium. UNHCR is monitoring the implementation phase during this first cycle of postings and deployments in order to adjust procedures if and as needed.
- An audit of the situation of staff in-between assignments (SIBA) completed by the UN Office of Internal Oversight Services (OIOS) in December 2010 has provided valuable guidance for the development of a new policy to address this issue. After review by UNHCR's Joint Advisory Committee (JAC), steps will be taken towards ensuring that a new policy is in place as soon as possible.
- The first annual cycle (considered as a transitional year) of the new Performance Appraisal Management System (PAMS) saw a global 89 per cent compliance for 2009 appraisals. Efforts are under way to further the understanding of the "calibration" process in order to improve the consistency and accuracy of ratings.
- The third annual Staff/Management Consultative Council (SMCC) was held in December 2010. Recommendations were made related to the following main topics: current human resource issues; management of conflict in the workplace including harassment; management training; work-life balance; conditions of service in remote and hardship duty stations; and career development for locally recruited staff.. Implementation of these recommendations is being pursued actively.
- The Office is also developing a "Duty of Care" policy, which will, based on best practices, set the parameters for improved staff medical and psychosocial care.

Supply management

- Building on an *Interim Plan of Action for 2010 to 2011*, the Supply Management Service (SMS) will finalize a three-year plan of action, consisting of a roadmap with critical success factors, a set of priority actions and key performance indicators. Dashboards and other performance-monitoring reports will be developed in 2011 to enable UNHCR's supply chain management to continuously monitor progress. A new tracking tool introduced last year has already contributed to significant achievements in the tracking of core relief items, with improved monitoring and supervision of the delivery of UNHCR relief items worldwide.
- In 2010, the Office, using the principle of global stock management as a cornerstone, developed an improved supply chain strategy to ensure greater efficiency, reliability and adaptability when supplying ongoing field operations as well as emergencies.
- Further details on UNHCR's supply chain management may be found in conference room paper EC/62/SC.CRP.4.

Division of Information Systems and Telecommunications (DIST)

- There have been significant advances in the restructuring of the Division of Information Systems and Telecommunications. A new structure for the Division, which entails a total new structure of posts and their corresponding job descriptions, as well as creating a well-staffed information and communications technology (ICT) service hub closer to the operations, has been agreed to by the Budget Committee and will be implemented in phased stages throughout the next 18 months. All affected staff members have been informed about the process and will have the opportunity to apply as internal candidates for the newly developed posts.
- The DIST reforms are aimed at creating an accessible, service-oriented, effective and efficient ICT service which is aligned with the core activities and priorities of UNHCR and which meets the needs of the organization, through industry-standard technology. The main objectives of this change project are:
 - Align DIST and the ICT systems with the priorities of the organization;
 - Strengthen ICT governance;
 - Leverage technology and modernize UNHCR's ICT systems;
 - Build in-house capability to manage external specialized service providers;
 - Strengthen ICT flexibility as well as capacity in the Field closer the point of delivery; and
 - Create service-oriented and customer-friendly ICT systems and services.

Oversight and accountability

- UNHCR is working to establish an Independent Audit and Oversight Committee. Conference room paper EC/62/SC/CRP.8 provides further details.
- The Inspector-General will provide a separate oral update on the work of his office.

11 February 2011