

**46th Meeting of the Standing Committee
15-16 September 2009**

Agenda item 3(c) (i)

Oral update on UNHCR's Structural and Management Change Process

The matrix below summarizes the activities carried out and planned – since the June 2009 Standing Committee – within the context of the structural and management reform process. A description of the overall intended impact of these activities is also provided.

RESULTS-BASED MANAGEMENT		
	INITIATIVE	IMPACT
Global Strategic Priorities	<ul style="list-style-type: none"> ▪ Global Strategic Priorities were finalized in August 2009, following a consultative process within Headquarters and with the Field 	<ul style="list-style-type: none"> ▪ Identifies areas of critical concern ▪ Provides a high-level analytical framework against which to assess operations plans and prioritize
Results Framework	<ul style="list-style-type: none"> ▪ The Results Framework has been strengthened based on learning from the 2010-2011 planning process and consultations on headquarters and regional objectives ▪ Impact and performance indicators are being reviewed to ensure optimal alignment with objectives in the Results Framework as well as meaningful results measurements 	<ul style="list-style-type: none"> ▪ Provides a standard protection-based framework that describes comprehensively the results the organization works to achieve
Global Management Accountability Framework	<ul style="list-style-type: none"> ▪ A demo of the Global Management Accountability Framework (GMAF) is accessible to all staff with the launch of the new UNHCR-net ▪ The GMAF maps accountabilities, responsibilities and authorities (ARAs) across the organization for ten key functions (aligned with UNHCR's Performance Appraisal and Management System (PAMS)) ▪ The GMAF will undergo a six-month testing period that will comprise field workshops and headquarters discussion groups ▪ The GMAF is essentially a consolidation of current UNHCR/UN policies, rules and procedures but presented in a new format, i.e. ARAs. This format is currently being used to update job descriptions and terms of reference for headquarters entities ▪ Learning materials are also being developed to strengthen organization-wide understanding of accountability and the relevance and utility of the GMAF 	<ul style="list-style-type: none"> ▪ Fosters a stronger organizational culture of accountability towards populations of concern ▪ Maps accountabilities, responsibilities and authorities across the organization ▪ Links performance and staff development more concretely to a culture of accountability

HEADQUARTERS REVIEW		
	INITIATIVE	IMPACT
DIST Review	<ul style="list-style-type: none"> ▪ A review of the Division of Information Systems and Telecommunications (DIST) was completed by an external consultancy in July 2009 ▪ With the arrival of the new Director and Chief Information Officer in August 2009, DIST has begun implementing a new global structure and processes ▪ Once restructuring is complete, DIST will activate its 12-month roadmap in the fourth quarter of 2009 	<ul style="list-style-type: none"> ▪ Strengthens the organization's information communications technology (ICT) services globally ▪ Enhances support to operations through a decentralized structure and the creation of a field-based ICT hub ▪ Enhances cost-effectiveness and efficiency through additional streamlining, including possibly further decentralization, outposting and outsourcing ▪ Further standardization of ICT platforms and tools: the implementation of methodologies and standards will allow for more economies of scale, efficiency and increased productivity
Supply Management Service	<ul style="list-style-type: none"> ▪ A new Director of the Division of Emergency, Security and Supply (DESS) has been in place since 1 August 2009 ▪ A strategy to strengthen supply functions in key operations will be implemented in 2010/2011 	<ul style="list-style-type: none"> ▪ Ensures a more timely, predictable and effective delivery of relief and shelter materials ▪ Harmonizes stockpile management under a global system
Global Learning Centre	<ul style="list-style-type: none"> ▪ Almost all staff for the new Global Learning Center (GLC) are in place ▪ A computer-based Learning Management System software has been purchased and will be rolled out before the end of 2009 ▪ A project is underway that links learning with performance management and career development 	<ul style="list-style-type: none"> ▪ Allows for more coherent learning that is linked, concretely and consistently, with career development ▪ Consolidates and ensures more cost-effective learning programmes
DIPS/DOS	<ul style="list-style-type: none"> ▪ A working group was established in July 2009 to examine and provide recommendations by September 2009 on restructuring proposals for the Division of International Protection Services (DIPS), the Division of Operational Services (DOS) and the Office for Organizational Development and Management (ODM) 	<ul style="list-style-type: none"> ▪ By consolidating and redefining functions, allows for greater synergies between Headquarters and field operations as well as more coherent and harmonized support and guidance from Headquarters ▪ Strengthens programme management, analysis and evaluation functions

<p>Office of the Inspector General</p>	<ul style="list-style-type: none"> ▪ Over 50 per cent of the recommendations from the OLAF review have been implemented and the 2010 inspection strategy has been revised accordingly ▪ The ad hoc inquiry methodology for the Inspector General’s Office (IGO) has been formalized ▪ External recruitment for a Senior Investigation Specialist is underway ▪ A brochure for grievances is being revised to include guidance on the roles and responsibilities of the various entities engaged in internal conflict resolution ▪ To reduce duplication and clarify roles, the IGO is engaged in ongoing discussions with the Division of Human Resources Management (DHRM) on investigations and sanctions, and with the OIOS Internal Audit Division on inspection and audit 	<ul style="list-style-type: none"> ▪ Enhances IGO’s independence and integrity by making it visibly safe from interference and possible to recruit staff with the right profile ▪ Strengthens UNHCR’s system of accountability
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<p>DECENTRALIZATION AND REGIONALIZATION</p>		
	<p>INITIATIVE</p>	<p>IMPACT</p>
<p>Decentralization and Regionalization</p>	<p>Regional Bureau for the Americas</p> <ul style="list-style-type: none"> ▪ An Office for the Deputy Director of the Bureau for the Americas was established in Panama in July 2009 to provide support to and enhance coordination (including emergency preparedness and response) among UNHCR’s operations in Latin America <p>Regional Bureau for Europe</p> <ul style="list-style-type: none"> ▪ In July 2009, the Office of the Director for the Bureau for Europe moved to Brussels and merged with UNHCR's former EU Liaison Office. ▪ The move and merger has resulted in a slight overall staffing decrease. ▪ The Office of the Director and the Regional Office in Brussels share premises that are provided free-of-charge by the Belgian Government ▪ The Office of the Deputy Director of the Bureau for Europe remains in Geneva 	<ul style="list-style-type: none"> ▪ Empowers and capacitates the field to manage operations directly, with reduced intervention from Headquarters ▪ Strengthens the capacity of Headquarters to provide more oversight and to support and guide operations by delegating day-to-day management authorities to the field

HUMAN RESOURCES MANAGEMENT		
	INITIATIVE	IMPACT
Performance Evaluation	<ul style="list-style-type: none"> ▪ New Performance Management and Appraisal System (PAMS) rolled out worldwide in 3 phases (training of lead trainers, training of trainers, training of end users) during the first half of 2009 ▪ As of 14 August, about 85 per cent of staff have begun or completed Phase 1 of the 2009 PAMS cycle: setting objectives, selecting competencies, and nominating multi-raters in the e-Pad 	<ul style="list-style-type: none"> ▪ Provides a simplified competency framework and clearer criteria to assess the performance of all UNHCR staff ▪ Fosters a culture of dialogue between staff and supervisors ▪ Allows for more meaningful and credible performance appraisal and management
Career Development	<ul style="list-style-type: none"> ▪ 19 of the 23 positions in the expanded Career Management Support Section (CMSS) have been filled ▪ Staff can now access career development counselling by phone, e-mail or in person ▪ Links between career planning and staff development are being introduced with the help of the GLC 	<ul style="list-style-type: none"> ▪ Enhances the quality and accessibility of career counselling and guidance for all UNHCR staff ▪ Facilitates timely and suitable deployment of staff ▪ Integrates learning with career development
Staff-in-Between-Assignments	<ul style="list-style-type: none"> ▪ CMSS has been successful in placing on temporary assignments many staff who had not yet been appointed to positions 	<ul style="list-style-type: none"> ▪ Recognizes staff serving on temporary assignments and the specific concerns of staff not yet assigned to new positions
Staff/Management Consultative Council	<ul style="list-style-type: none"> ▪ The Staff/Management Consultative Council (SMCC), established in 2008 to give the field a greater voice in identifying, examining and proposing general policy directions on staff administration and welfare issues, convened its first session in December 2008 ▪ DHRM developed a plan of action matrix to guide and track follow-up to SMCC recommendations ▪ SMCC is due to reconvene in November 2009 	<ul style="list-style-type: none"> ▪ Ensures broader dialogue between staff at-large and management

*UNHCR
31 August 2009*