

**51st Meeting of the Standing Committee
21-23 June 2011**

Agenda item 6 (d)

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 March 2011.

Progress on regionalization

- Within the context of the stocktaking review on regionalization, the Organizational Development and Management Service (ODMS) has so far conducted over 100 interviews with both headquarters and field-based staff from the Bureaux for Africa, The Americas, Asia and the Pacific, Europe, and the Middle East and North Africa (MENA). This is being pursued, with a particular focus on the Africa region.
- Findings related to specific regional offices have been shared with the office/bureau concerned, and subsequent consolidation and fine-tuning has already begun, in particular in regional offices in the Americas and Asia and the Pacific regions.

Results-based planning and management

- As part of the follow-up to the findings of the snapshot evaluation, an intensive training effort was undertaken in the first quarter of 2011. This was designed to strengthen a proper understanding and use of results-based management (RBM) in UNHCR field operations, both in terms of process as well as for the recording of data and results in *Focus*. Just under 300 staff attended some 12 workshops.
- Based on feedback and experience from the past two years, a major revision exercise of UNHCR's Results Framework was undertaken. The review focused in particular on improving the formulation of objectives and outputs and modifying indicators to enhance measurability. The new Results Framework has been incorporated within the 2012-2013 planning exercise. Additional guidance for users will be developed in order to enhance the understanding and use of indicators to measure results and impact.
- The planning process for 2012-2013 has been simplified by the introduction of a single plan to cover both comprehensive planning and budgeting, while at the same time articulating operational priorities and associated priority resource requirements. In order to support the new planning and budgeting process, important modifications to the *Focus* software have been designed and introduced. To ensure that the different changes and new functionalities are fully understood, regional workshops have been run for over 300 UNHCR staff who are leading planning exercises in 114 countries in the Field. These workshops also provided the opportunity to review the process of incorporating the revised Global Strategic Priorities for 2012-2013 in country-level plans.
- Progress continues on establishing an interface to enable Executive Committee members to have access to operational planning data in UNHCR's *Focus* system by the end of the year.

Human resources management

- The new assignments procedure for international professional staff, which took effect as of the September 2010 Compendium, took longer than anticipated. Therefore, a number of measures have been taken with the aim of speeding up the process without affecting the integrity and purpose of the procedure.

Supply management

- To strengthen the required emphasis on compliance, and respond to earlier findings by internal and external auditors, the Supply Management Service (SMS) has been re-organized with the establishment of a fourth ‘pillar’ on Compliance and Risk Management.
- Following the establishment of the SMS Strategic Plan of Action for 2011-2013, key performance indicators have been identified and a “Dashboard” system put in place for tracking progress.
- The Global Stock Management (GSM) strategy approved at the end of 2010 establishes the authority of SMS within the Division of Emergency Security and Supply to manage core relief and operational support items in seven global stockpiles. The stockpiles are positioned in locations that best serve operational demands, thus enhancing the Office’s capability to mount an immediate and robust response to emergencies. SMS has started to work with each operation to jointly identify best options for replenishing their needs. Furthermore, UNHCR has already experienced the benefits of the GSM during the recent period of multiple emergencies: despite all the shipments of core relief items sent to the emergencies in West and North Africa, the overall stocks have been consistently maintained in order to cope with up to 600,000 beneficiaries.

Division of Information Systems and Telecommunications (DIST)

- Steady progress continues to be made with the restructuring of the Division of Information Systems and Telecommunications. All new posts, including those to be based in the information and communications technology (ICT) Service Centre in Amman, Jordan, have been advertised, and premises for the Centre have been identified. Preparations for the establishment of the Centre are ongoing.
- To complete and update available baseline data on ICT services in UNHCR and seek staff views on how to improve its service, DIST conducted a Baseline Survey on ICT services in UNHCR. The outcome will be used *inter alia* to further develop indicators for measuring service delivery and management.
- A comprehensive plan to upgrade all ICT infrastructure, both at Headquarters and in the Field, is nearing completion and will be submitted to the ICT Governance Board for approval in the coming weeks.

The way forward

Following the Global Representatives Meeting held in Geneva in February 2011, the High Commissioner has requested the Deputy High Commissioner to take the lead in pursuing three overriding management priorities: i) modernization, ii) simplification of processes, and iii) accountability. Further information will be provided by the Deputy High Commissioner at the 51st meeting of the Standing Committee in June.

UNHCR
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