



INITIAL IDEAS ON MANAGEMENT REFORM

Inputs from the Internal Review Team on Management Reform

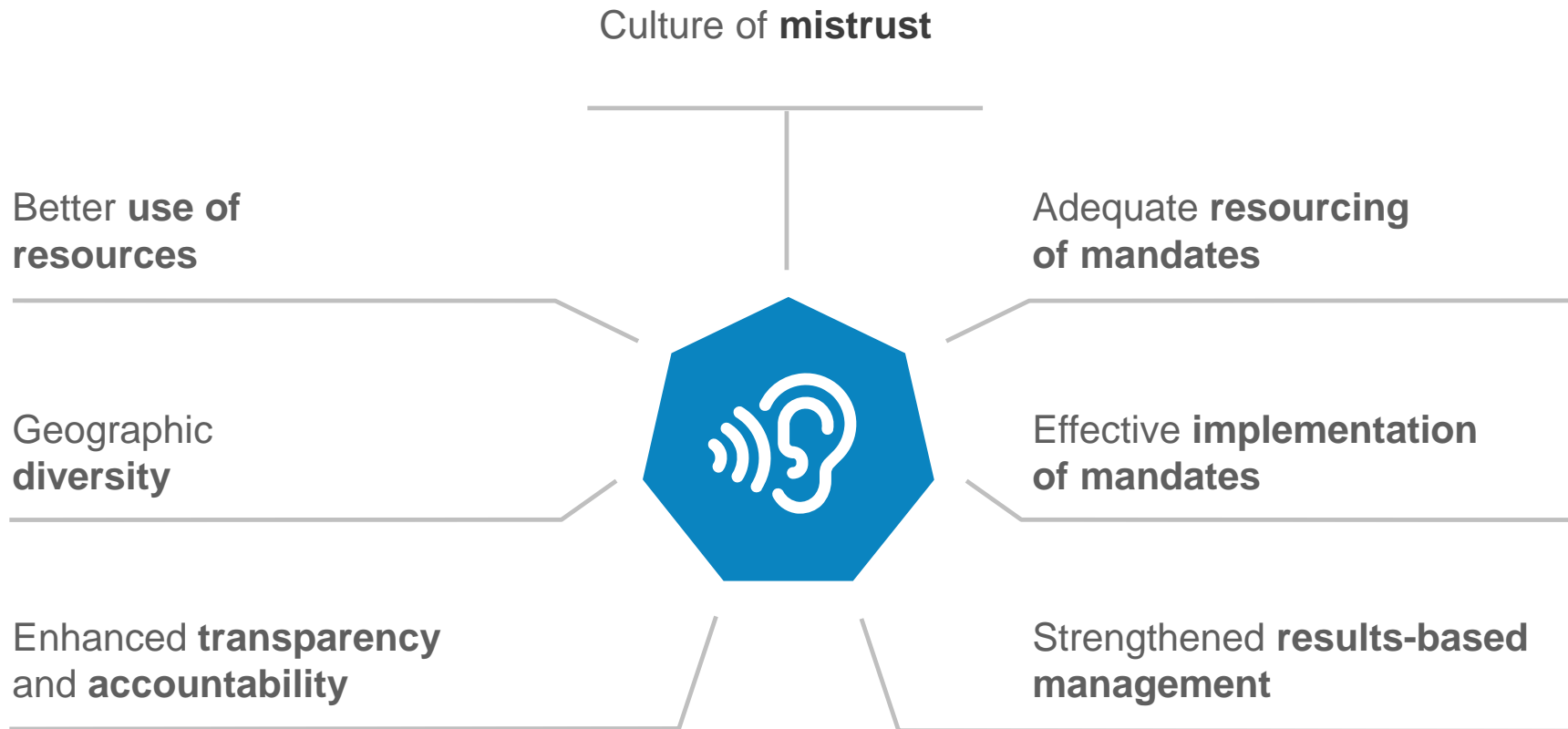
Internal Review Team

July 2017



What we heard in consultations with member states

Your perspectives, expectations and concerns



Icon created by G. Cresnar from the Noun Project under creative commons license



What needs to be addressed

Overview of key issues identified during the review

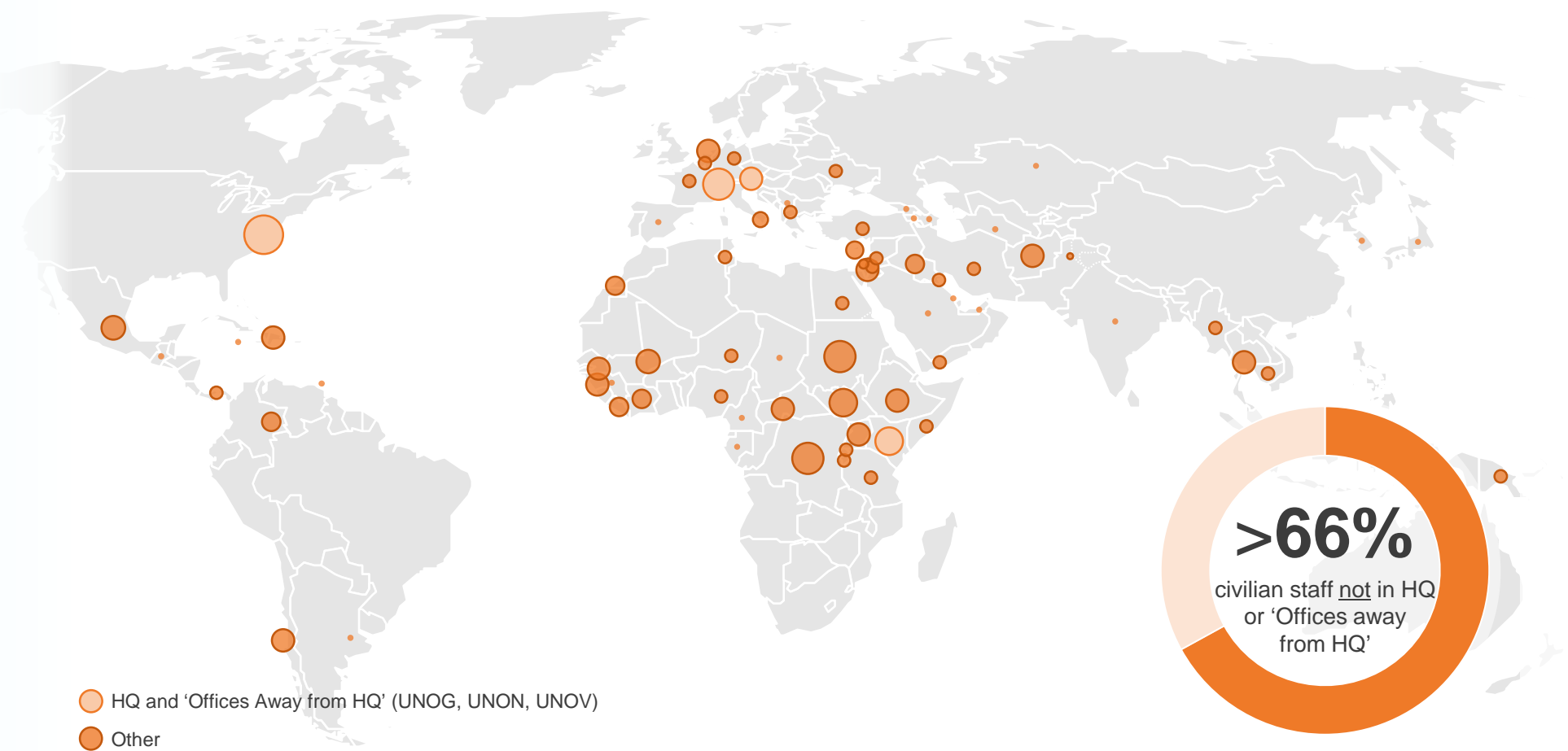


Icon created by Murthy2818 from the Noun Project under creative commons license



UN Secretariat operations have a global footprint

Of ~40k civilian Secretariat staff, more than 2/3 are assigned to the field and non-HQ locations



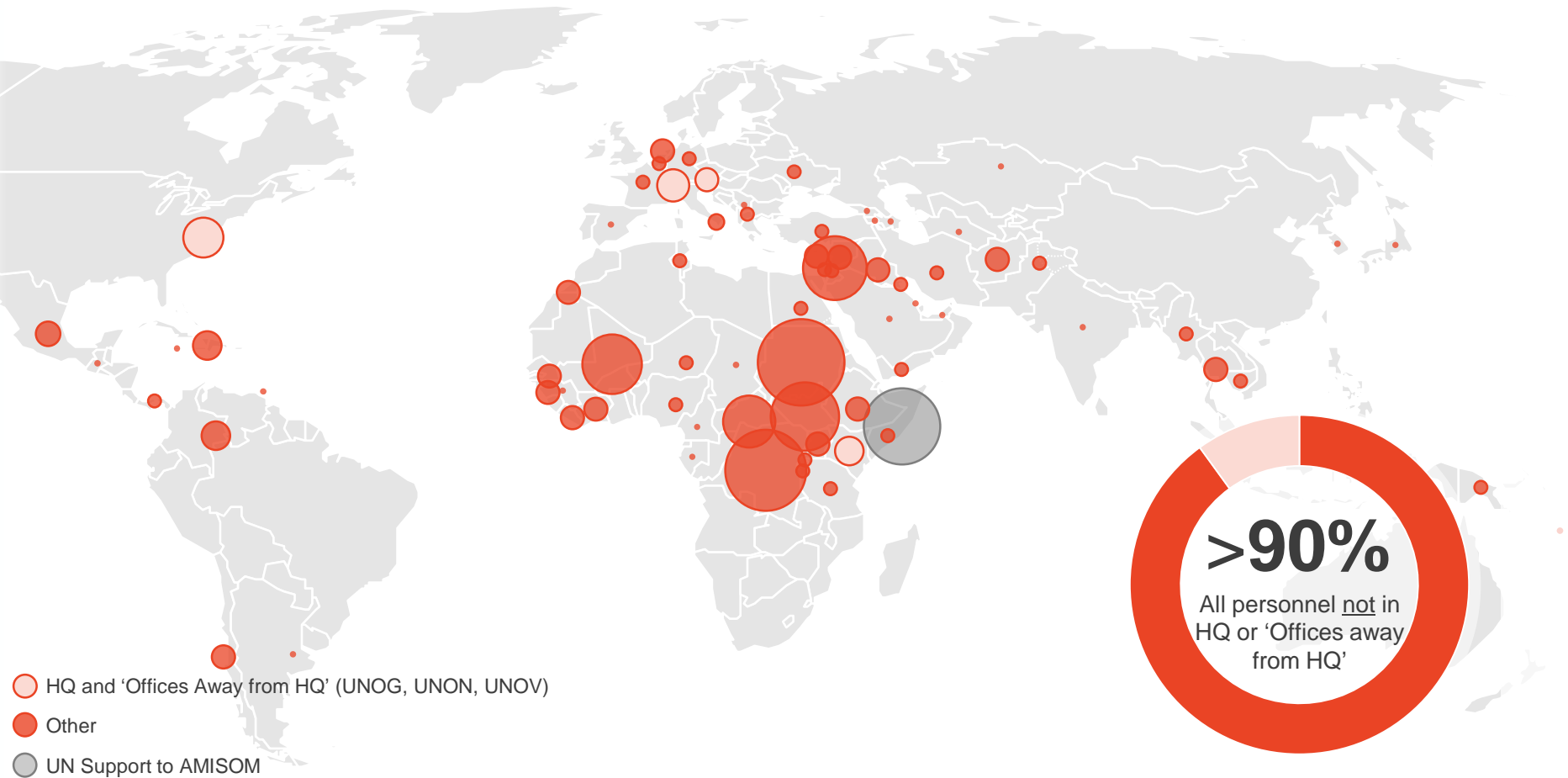
○ HQ and 'Offices Away from HQ' (UNOG, UNON, UNOV)
 ● Other

Source: DM/OHRM, DFS (end 2016); Circles indicate total civilian staff deployment by country, where deployment > 20 staff, i.e. not all duty stations shown. Note: Boundaries shown and designations used in this infographic are purely for illustrative purposes and do not imply official United Nations endorsement.



The UN Secretariat must deliver in the field

Over 90% of the total civilian and uniformed personnel the UN Secretariat serves is in the field



Source: DM/OHRM, DFS (end 2016); Circles indicate total civilian staff and uniformed deployment by country, where deployment > 20 personnel, i.e. not all duty stations shown.
 Note: Boundaries shown and designations used in this infographic are purely for illustrative purposes and do not imply official United Nations endorsement



Towards a paradigm shift for the UN Secretariat

Key goals of management reform

Stronger management principles

nimbleness, effectiveness, transparency, accountability, efficiency, decentralization and pragmatism

Accelerated transformations

Umoja, global service delivery, new technologies and innovative workplaces aligned to stronger organizational design

Greater organizational resilience

geographical diversity of UN personnel, gender parity among staff, a highly skilled and mobile workforce

Better management practices

Strengthened managerial responsibility and accountability of mission and department heads, improved performance management



Effective mandate implementation

decision-making closer to point of delivery, field-oriented reform with unity of command and vision, integrating support to pillars

Improved risk management

holistic management of strategic, operational, fiduciary, reputational, environmental and other key risks in UN operations

Greater trust

between the United Nations Secretariat and Member States, and between United Nations staff and management



Our proposals

What we are suggesting

LEADERSHIP

Strengthen leadership

Align responsibility, authority and accountability; Move from ex-ante control to ex-post compliance and accountability for results

TRANSPARENCY

Improve transparency

Clearer link between resources and results; Strengthen risk management and accountability frameworks

AUTHORITIES

Decentralize authorities

Delegate management authority to the point of delivery (human resources, finance and procurement)

ORG. DESIGN

Change organizational design

Separate policy from operations by forming 2 departments: 1 for policy & oversight, 1 for operational support



A more responsive, proactive and meaningful UN in a fast changing world



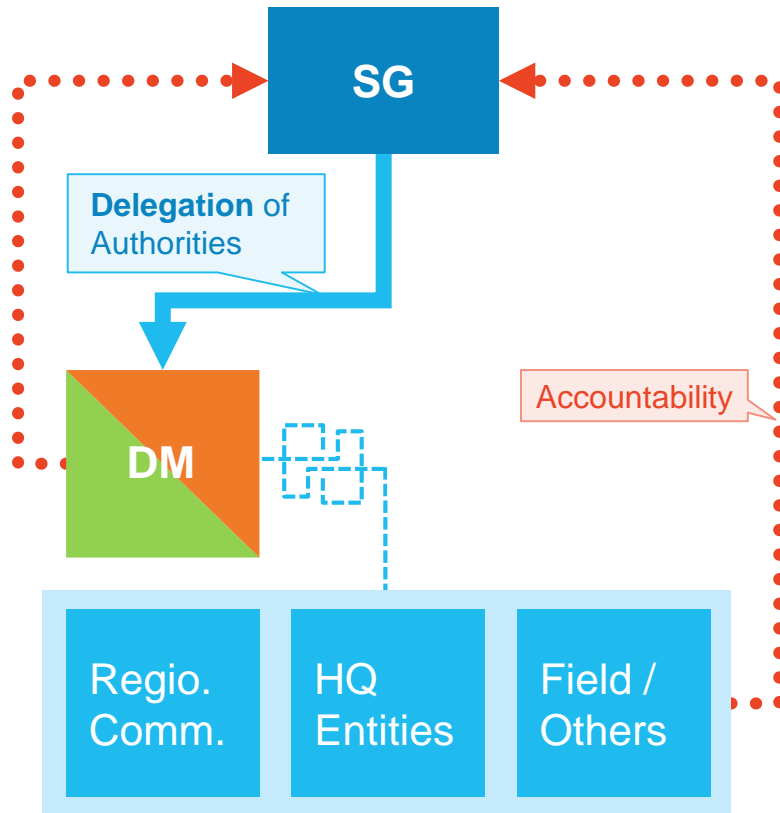


Authorities: Direct flow from SG to managers

Bringing decision-making authorities closer to the point of delivery

Now: Authorities & accountability misaligned

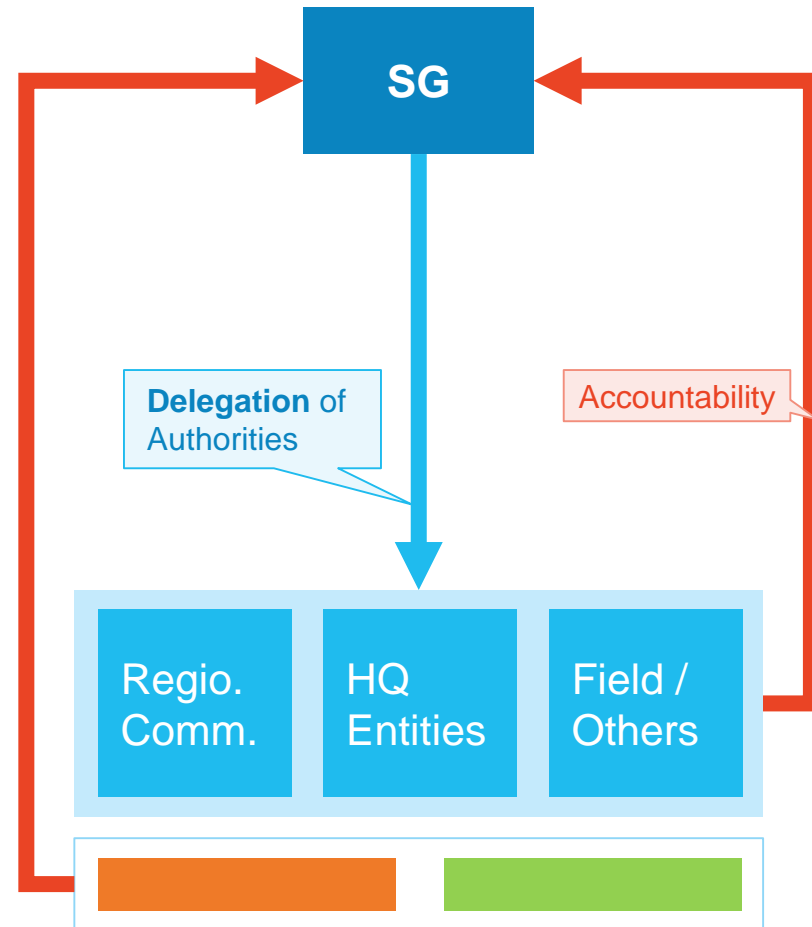
Simplified illustration



- Policy and oversight
- Service provision

To be: Clear alignment for results

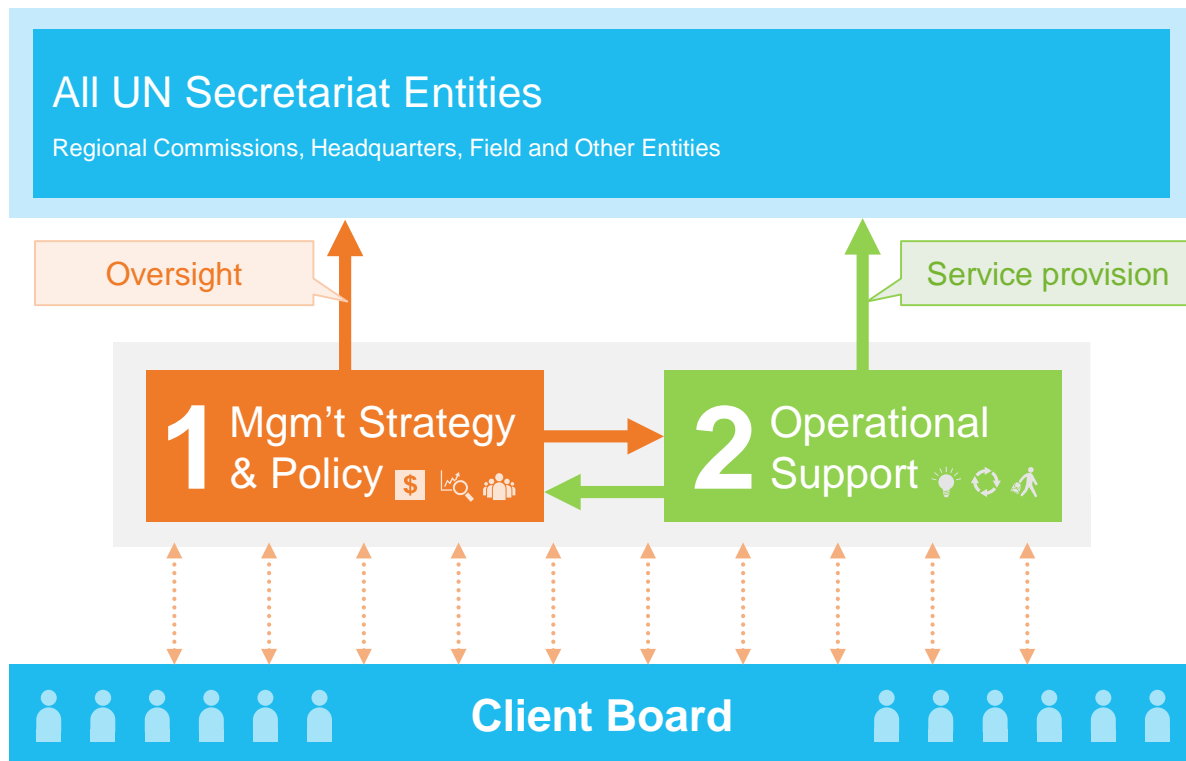
Simplified illustration (see next slide for details)





Organizational realignment to deliver better results

Improve services, strengthen quality control, enhance policy guidance and consult clients





Structure 1: Management strategy and policy

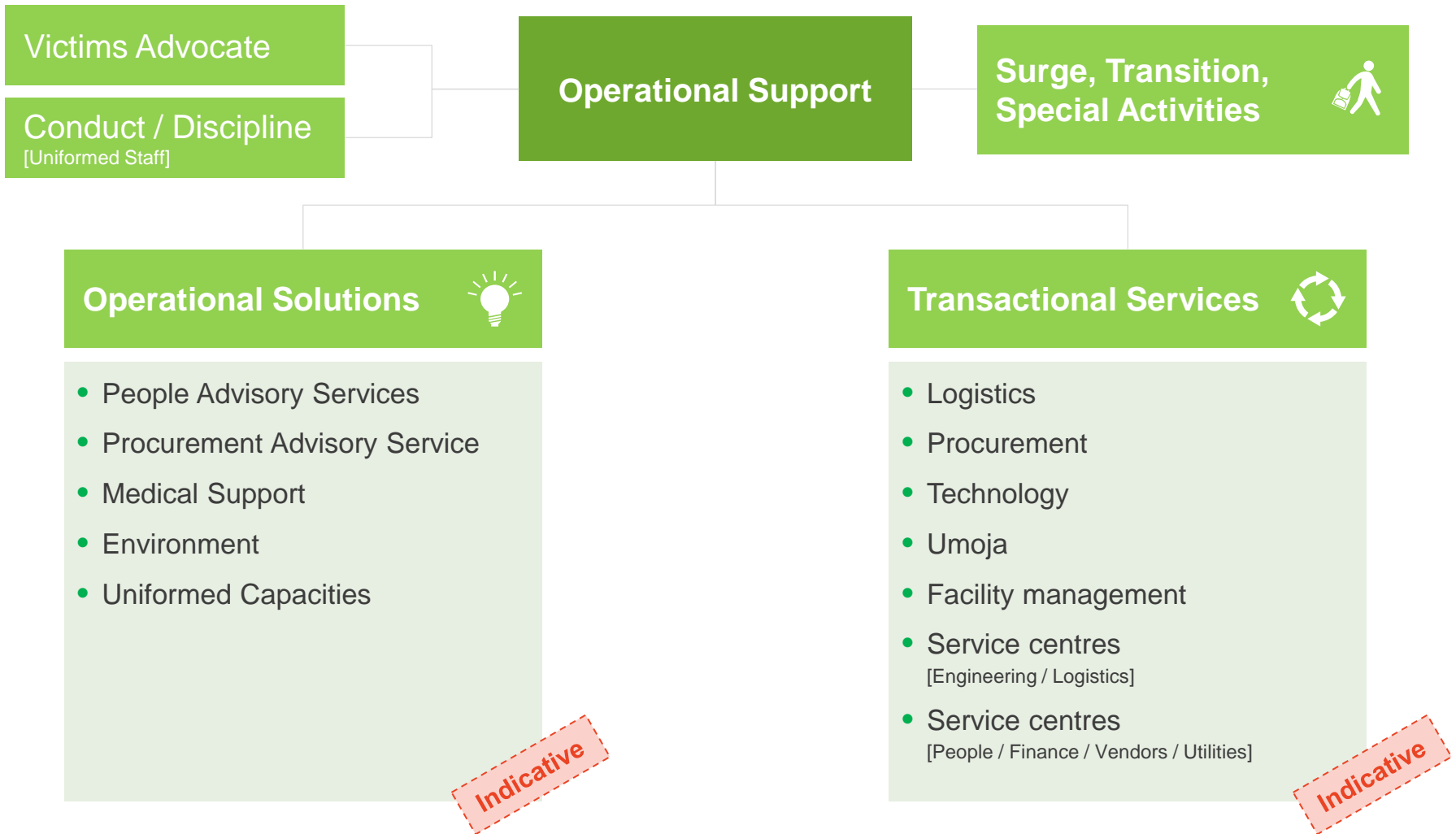
Empowering managers with better policy guidance, strategy, planning and quality assurances





Structure 2: Operational support

Empowering managers by reducing procedures, removing duplication and delivering quicker





Human resources

Reducing recruitment timelines, strengthening managers' accountability & empowering staff

1 Recruitment & mobility

- Simplify and speed-up **recruitment** and **on-boarding**
- Enable more rapid **deployment** to the field
- Review managed **mobility**, pause & evaluate **centralized processes**
- Adopt **best practices** from the UN Common System

4 Capacity development

- Strengthen workforce **planning** & invest in **staff development**
- Conduct periodic **staff surveys**
- Implement **leadership** framework¹



2 Diversity

- Implement roadmap towards **gender-parity** in the UN
- Promote **geographic diversity**

3 Performance mgm't

- Reintroduce **probationary appointments**
- Strengthen **performance mgm't**, incl. 360 reviews starting with senior mgm't
- Incentivize service in **hardship** duty stations

1: UN Common System framework for principled leadership : norm-based, principled, accountable, multidimensional, transformational, collaborative and self-applied

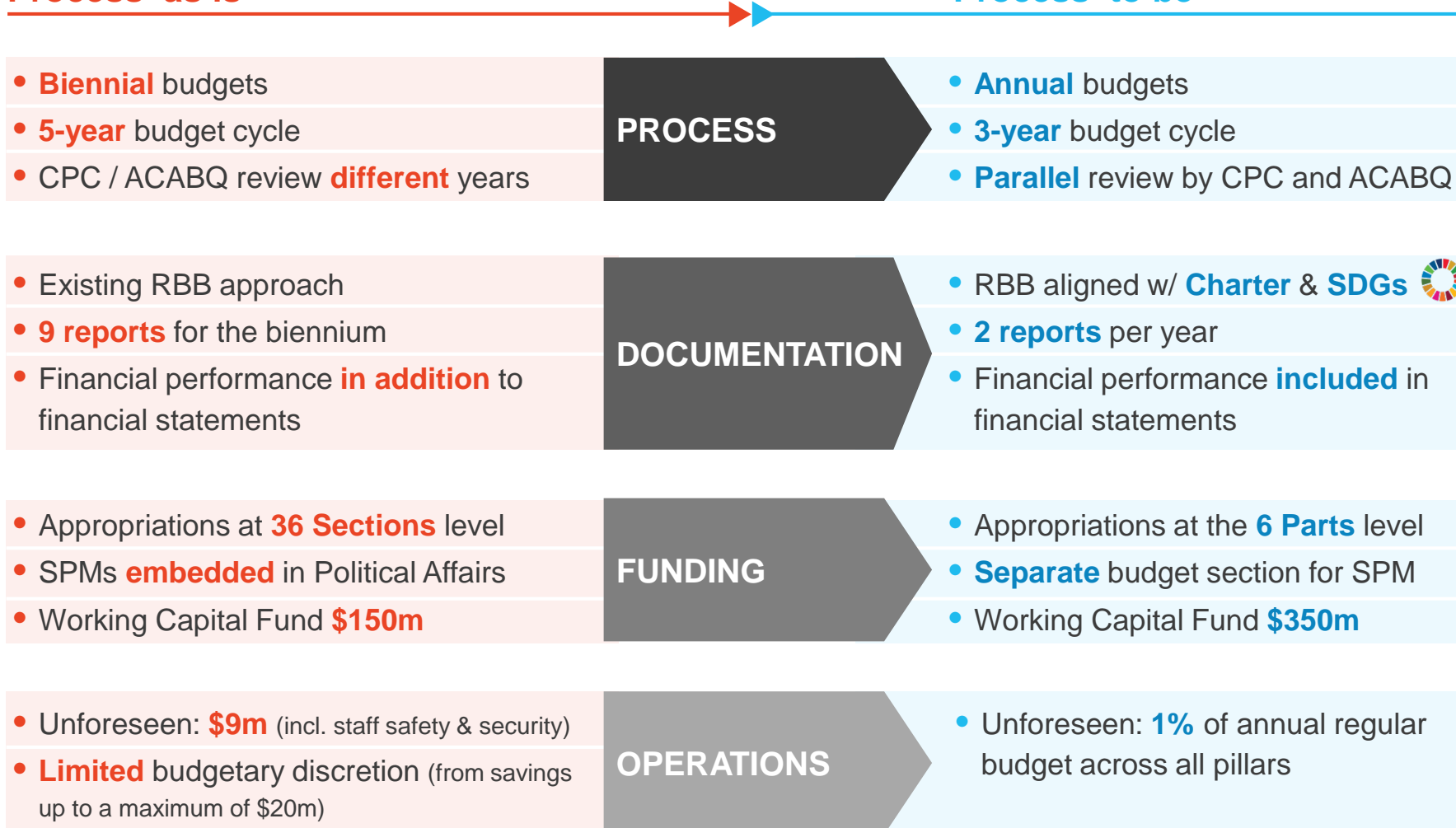


Regular budget

Better supporting decision-making and increasing transparency

Process 'as is'

Process 'to be'

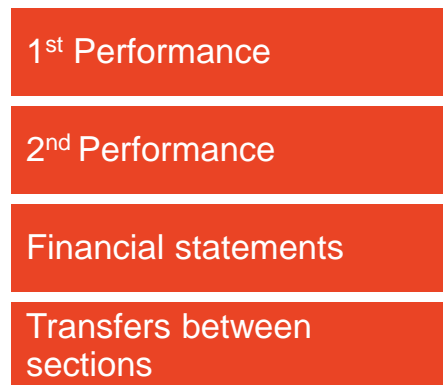
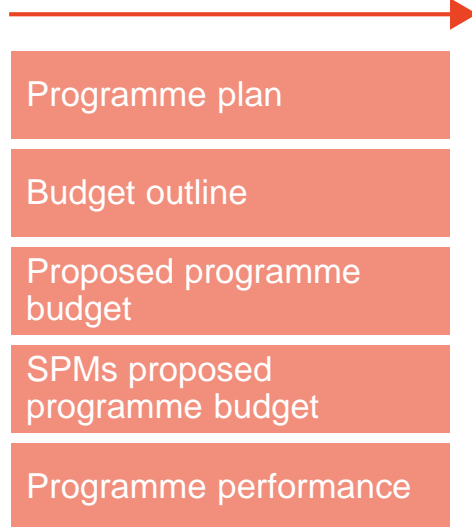




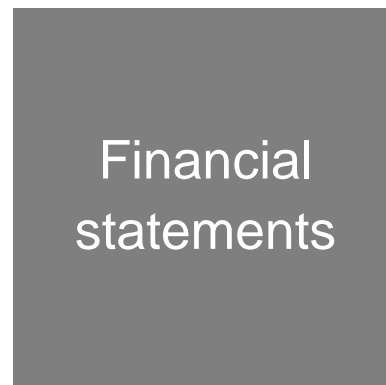
Regular budget: Integrated reports

Better supporting decision-making and increasing transparency

Current



Proposed



Benefits

- ➊ **More realistic budgets**
formulated closer to implementation
- ➋ **Stronger accountability for results**
budgets include programme performance
- ➌ **Earlier availability of reports**
annual budget incorporates SPMs
- ➍ **Greater agility in budgeting**
more frequent opportunity to set budgets
- ➎ **Clearer link to SDGs**
Planning and resourcing aligned to SDGs
- ➏ **Better oversight workflow**
5th Com., ACABQ, CPC get integrated report
- ➐ **Less complexity**
simplified process of financial reporting



Regular budget: Streamline structures

Helping the organization be more proactive and responsive

- ① Resources **continue** to be proposed and approved for each of the 36 'sections'
- ② **Appropriation** to be set at level of 6 'parts' rather than 'sections', within set parameters
- ③ Use one cross-cutting 'part' to **consolidate** previously separate 'parts' for SG, DGACM, DPI, DM, DSS and others

Budget 'parts'

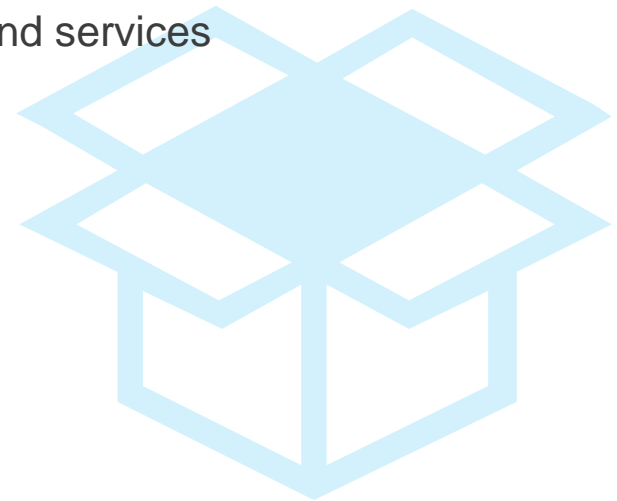
Budget 'parts'	Budget 'sections'
① Political affairs	1 Political affairs
	2 SPMs
	3 Disarmament
	4 Peacekeeping operations
	5 Peaceful uses of outer space
	6 International Court of Justice
	7 Legal affairs
② Int'l justice and law	8 Economic and social affairs
	9 OHRRLLS
③ International cooperation for development	10 NEPAD
	11 Trade and development
	12 International Trade Centre
	13 Environment
	14 Human settlements
	15 UNODC
	16 UN-Women
	17 ECA
	18 ESCAP
	19 ECE
④ Regional cooperation for development	20 ECLAC
	21 ESCWA
	22 Human rights
⑤ Human rights and humanitarian affairs	23 UNHCR
	24 Palestine refugees
	25 Humanitarian assistance
	26 Overall policy-making, direction and coordination
	27 DGACM
⑥ Cross-cutting	28 Public information
	29 Management and support services
	30 Internal oversight
	31 Jointly financed admin activities
	32 Special expenses
	33 Construction, alteration and major maintenance
	34 Safety and security
	35 Development account
	36 Staff assessment



Supply chain and procurement

Getting the right goods and services, to the right place, at the right time, for the right costs

- 1 Simplify and speed up **processes** on the basis of: best value for money; fairness, integrity and transparency; effective international competition & interests of the organization
- 2 Work towards **real-time visibility** on supply chain and procurement transactions
- 3 Separate **policy** and compliance from **operations**
- 4 Integrate **supply chain** and **procurement**
- 5 Review **delegations** to ensure timely provision of goods and services
- 6 Enhance **internal controls** and **accountability** measures



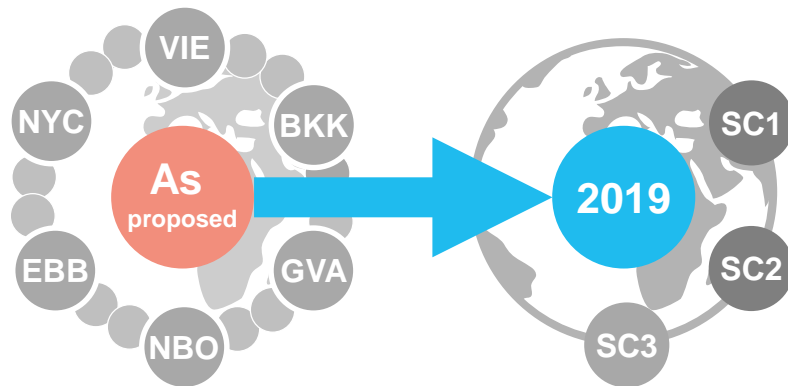


Accelerate implementation of global service delivery

Enhancing global service provision in alignment with the proposed organizational design

Implementation of new service delivery model can accelerate

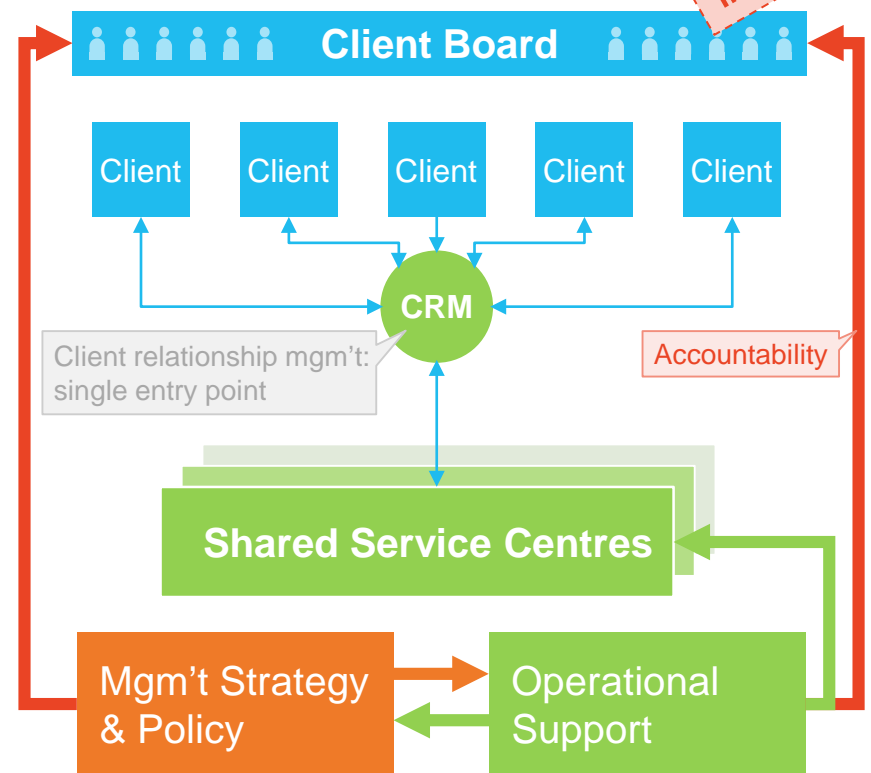
- Accelerate extension of shared service coverage across a **larger share** of clients and a **wider range** of services
- Consolidate service provision from many locations now to **2-3 centres** in 2019
- **Simply** and **specialize** administrative support functions



Note: NYC = New York, VIE = Vienna, BKK = Bangkok, GVA = Geneva, NBO = Nairobi, EBB = Entebbe, SC = Service Centre

..in alignment with organizat'l design

Proposed shared service architecture



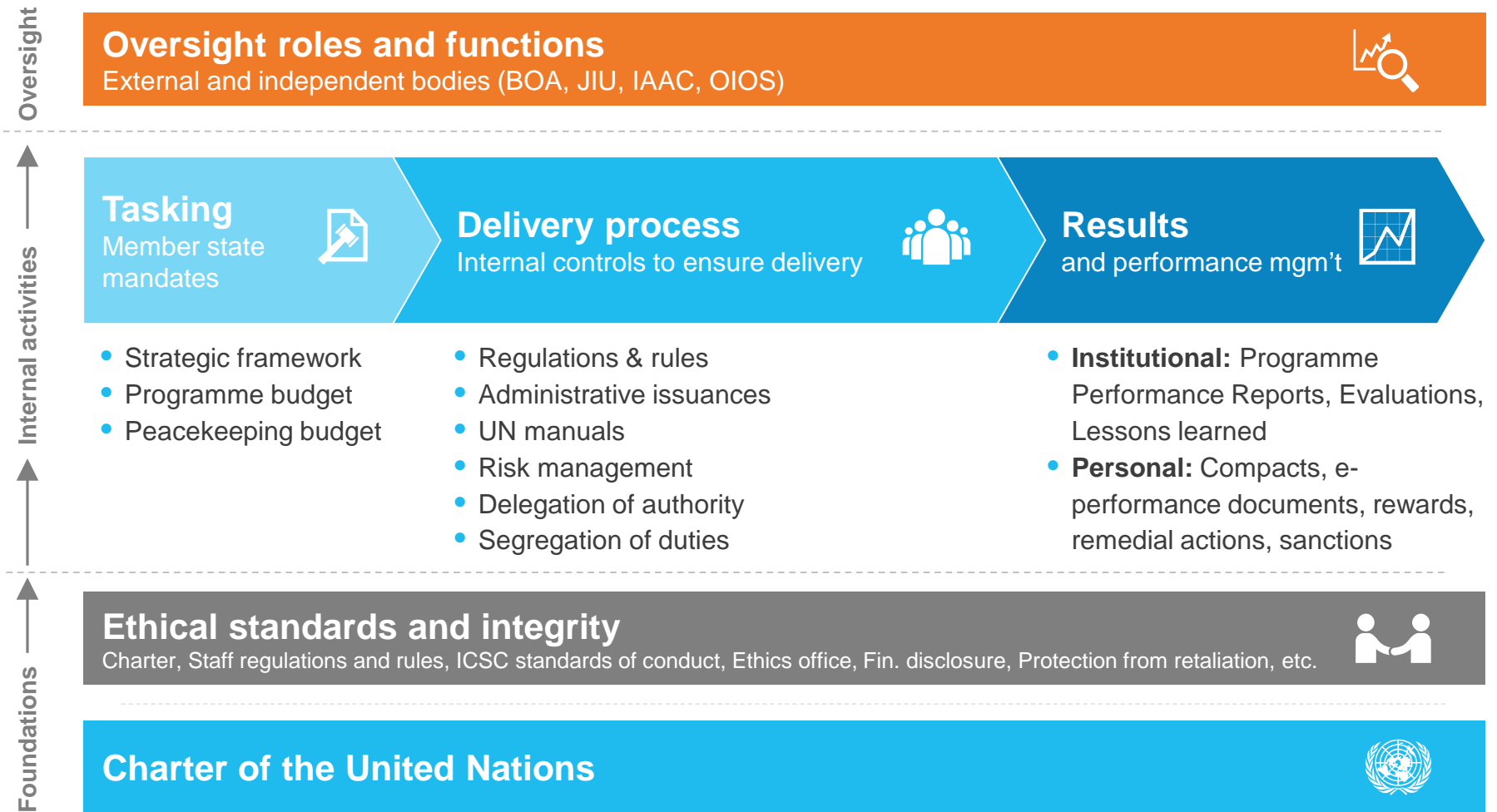
- Policy for SSC
- Oversight for SSC
- Service provision mgm't
- Performance mgm't

SSC: shared services centres



Current accountability framework

Our intention is to build on and strengthen the existing accountability framework





Enhancing transparency and accountability

Improving risk management, performance management and openness

Ongoing actions

- ✓ Focus on ethics and integrity, incl. strengthened **whistleblower protection** policy
- ✓ Anti-fraud and **anti-corruption**
- ✓ Monitoring the implementation of **external oversight** recommendations
- ✓ Reviewing **compacts of senior managers** and the Performance Management Board to strengthen managerial accountability
- ✓ Mapping and initiating review of **ST/SGB's** and **ST/AI's**

What we plan to strengthen

- 1 Created a dedicated **monitoring, quality assurance and accountability mechanism** in the new Department of Management Strategy and Policy
- 2 Pooling resources and creating a dedicated **evaluation** capacity in the Secretariat, transparent to Member States
- 3 Strengthened **investigation** capacity to ensure quick and effective investigations
- 4 Stronger focus on programme & financial **performance**, linked to past performance and expected results (annual budget)
- 5 Improved **transparency** for resource use by leveraging technology, incl. scorecards and dashboards



Our proposed roadmap

Reaping all benefits of change will take time: Short-term, long-term & continuous improvement

