Introductory Remarks by Anne-Marie Deutschlander

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Update on UNHCR Structural and Management Reform (EC/66/SC/CRP.22)

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Thank you Mr Chairman.

Distinguished delegates, Ladies and Gentlemen,

I am pleased to introduce Conference Room Paper 22 - an Update on UNHCR Structural and Management Reform.

UNHCR has been providing regular updates to the Standing Committee since the start of the reform process in 2006. This paper highlights progress since 2012 on a number of initiatives which continue to contribute to the consolidation of the reform process in UNHCR. These include**: Results-based Management; regionalization; the management of human resources; support to operations; accountability and oversight; and current management priorities.**

Let me start with Results Based Management, or RBM as it is commonly called. RBM and its associated software support tools have changed the way UNHCR does business on a day to day basis, both here at Headquarters but also in the Field.

RBM has introduced rigorous results orientation, including needs-based budgeting, to UNHCR's corporate culture. Global Strategic Priorities (GSPs), one of the key elements of RBM, today guide the planning and activities of every UNHCR operation by emphasizing areas which operations should seek to prioritize.

Since 2012, additional software tools have been introduced which assist UNHCR to analyse data and report on the progress and impact of selected UNHCR global objectives and GSPs. Another tool, the GFX portal, was also re-designed and re-released in early 2015.

In addition, two formal staff learning programmes with a strong emphasis on RBM were launched in 2014. These complement the existing introductory RBM e-learning programme which has now been completed by over 2000 staff.

These tools and programmes are now an integral part of UNHCR's planning process. Nevertheless, efforts to strengthen and improve them are constantly on-going.

I will now say a few words about **regionalization.** The report on the Stock-taking Exercise on Regionalization, which was issued in late 2012, recommended, among other things, an in-depth review of UNHCR's existing regional offices as well as of a number of country offices. In line with these recommendations, UNHCR undertook, between 2013 and 2015, structural and staffing reviews of 15 operations, including 6 regional offices.

The main objectives of these reviews were to determine the optimal organizational design, capacity and required workforce needed in order for these UNHCR operations to achieve their objectives. The ensuing recommendations for adjustment to the staffing and structure of these operations have largely been implemented. The lessons learned from these reviews have also informed the revised policy on regionalization.

Turning to the **management of human resources,** we are pleased to report that a number of initiatives aimed at increasing efficiency and ensuring staff effectiveness have been implemented since 2012. The **Entry-Level Humanitarian Professional Programme**, as well as the **Capacity Building Initiative**, were launched in 2013 and 2014 respectively. New policies on the promotion of international professional staff members as well as on resolving the situation of staff members in between assignments were issued in

February and June 2014, respectively, while an updated policy on performance management was issued in November 2014.

Further Details on these and additional HR management issues can be found in Conference Room Paper 23, which will be presented in the next session.

Let me now say a few words about introducing more efficient ways of providing **support to operations**. As all of us in this room today are aware, the last few years have witnessed a proliferation of major humanitarian emergencies. In addition to many large-scale and high profile refugee emergencies, six System-Wide Level 3 emergencies were declared by the Inter-Agency Standing Committee, of which four are still active today.

When responding to emergencies, it is crucial that UNHCR provide the most effective leadership and coordination, as well as deliver protection and assistance in the most timely and accountable manner possible. Within this context, the Assistant High Commissioner for Operations undertook in 2014, a review of policy and guidance on UNHCR's response to emergencies, with a particular focus on accountabilities.

Based on this review, a new policy on emergency response activation, leadership and accountabilities was issued by the High Commissioner in January 2015.

Amongst many issues, this policy clarifies internal leadership, coordination arrangements and accountabilities both as emergencies arise and as they continue.

Another important component of the reform process concerns UNHCR's ongoing efforts to **strengthen Accountability and Oversight** within the organization.

In June 2013, the High Commissioner established the **Internal Compliance and Accountability Committee (ICAC)**. This 8-person Committee is chaired by the Deputy High Commissioner and includes the 2 Assistant High Commissioners, the Controller, as well as the Directors and Heads of UNHCR's main oversight

functions and Divisions. The committee monitors the implementation of recommendations made by oversight bodies but also identifies new policies and/or required changes in existing policies and procedures.

Since we have already heard a detailed presentation from a second oversight body, the **Independent Audit and Oversight Committee,** let me just mention that in line with the recommendations made by this Committee in its second annual report, UNHCR focused its internal oversight efforts in 2014 on developing a comprehensive personal accountability framework. Work on this continues to be on-going.

Finally, in order to support the effective, efficient and accountable management of UNHCR operations in the field, the Inspector General's Office has, since 2014, out-posted 4 investigation officer positions to Nairobi and Bangkok.

Additional initiatives aimed at strengthening UNHCR's accountability have also been undertaken in the fields of **financial oversight** as well as **enterprise risk management** (ERM). As the issue of financial accountability was also addressed in an earlier presentation, I will focus on enterprise risk management:

UNHCR issued its first formal policy on enterprise risk management in July 2014. The purpose of this policy is to guide UNHCR in first identifying and prioritizing risks faced by field operations and Headquarters, so that we may develop and implement measures to reduce or avoid these risks. By giving due consideration to risks and their potential impact on UNHCR's programmes, projects, and budget allocations, UNHCR is able to improve its decision-making and, ultimately, deliver better and lower cost protection and assistance to persons of concern.

Last but not least, let me now highlight just two of the **management priorities** mentioned in the conference paper which have guided and continue to guide the implementation and consolidation of the reform initiatives during this reporting period.

The first priority I wish to underscore are UNHCR's the continued initiatives to reduce the steps, and especially the time needed, to carry out various processes and procedures within UNHCR.

I am pleased to report that since 2012, we have made good progress on a number of fronts. These are described in detail in the Conference Room paper.

As of 2014, and as will be developed in the next presentation on Human Resources, UNHCR has also embarked upon the revision of a number of HR-related policies with the aim of improving overall organization performance. But I will let DHRM speak to these in detail.

Another management priority is the **out-posting of Headquarters functions.** The increased volume of UNHCR operations in the past few years also requires additional support from Headquarters. But, providing effective support to operations globally can only be done by strengthening a certain number of Headquarters functions.

As you are certainly aware, however, establishing and maintaining positions at UNHCR's Headquarters in Geneva is very costly. In December 2014, whilst recognizing the imperative to address capacity gaps at Headquarters, the High Commissioner reaffirmed his commitment to limiting the organization's "footprint" in Geneva. He further advised that in order to ensure the most cost-effective solution, any new post creations in Geneva must be offset by re-locating other Geneva-based positions to one of UNHCR's out-posted Headquarters locations in either Budapest or Copenhagen.

Following internal consultations among Divisions and Bureaux in January 2015, a total of 61 additional positions were identified for re-location from Geneva. By mid-2015, 364 posts were located in Budapest and some 55 were already located in Copenhagen while the re-location of others was still on-going. This re-location exercise is now fully underway and is expected to be completed by January 2016.

The implementation of the various components of reform I have described has broadly enabled UNHCR to meet the High Commissioner's commitment to increasing the resources directly devoted to protection, assistance and solutions for persons of concern while reducing the share of funding spent on the organization itself. UNHCR has also emerged with a more cost-effective and rational management structure, which has in turn led to improved delivery.

Regular review and fine-tuning of the various tools and processes introduced during the course of the past decade is constantly on-going, no longer as a special process of reform but now embedded in our organizational culture as the way we implement the mandate of the Office.

Mr. Chairman,

Allow me to conclude here and to open the floor for questions.

Thank you.