

**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.

This paper highlights progress since 2012 on a number of key elements which have shaped the reform process since its inception. These include Results-based Management, regionalization, the management of human resources, support to operations, accountability and oversight, and current management priorities.

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 IASC System-Wide Level 3 emergencies were declared, of which four are still active today. The humanitarian system has also evolved, including through the roll-out of the Transformative Agenda and the launch of UNHCR's Refugee Coordination Model (RCM), which establishes a predictable framework for leadership and coordination in refugee emergencies.

To enable UNHCR to best provide effective leadership, coordination and delivery of protection and assistance in a timely and accountable manner, the High Commissioner in July 2014 requested the Assistant High Commissioner for Operations to undertake a review of policy and guidance on UNHCR's response to emergencies, with a particular focus on clarifying 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 and coordination arrangements and accountabilities as emergencies arise and as they continue.

Of course, UNHCR's structural and management reform process goes far deeper than an enhanced emergency response capacity. **Results-Based Management (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 our corporate culture. Global Strategic Priorities (GSPs), one of the key elements of RBM, today guide the planning and activities of every UNHCR operation in emphasizing areas of particular global importance. Other new 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. One such tool today enables Executive Committee members to access regularly updated information about UNHCR's programmes, operations, financial requirements and funding situation.

Within this context, Global Focus Insight, an internal tool for analysing data from Focus, was launched in May 2013. The Global Focus External (GFX) portal, first launched in 2012, was re-designed and re-released in February 2015. In addition, two formal learning programmes with a strong emphasis on RBM for mid and senior level staff were launched in 2014. These complement the existing introductory RBM e-learning programme which has now been completed by over 2000 staff. And while these tools and programmes are now an integral part of UNHCR's planning process, efforts to strengthen and improve them are constantly on-going.

Moving onto the concept of **regionalization**, following the completion of the Stock-taking Exercise on Regionalization in late 2012, the Office prepared a plan for follow-up actions, which included the review of a number of regional offices. This plan of action was endorsed by the High Commissioner in 2013. During 2013 and 2014, UNHCR undertook 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 for UNHCR at each location, matching structures with functions in order to achieve the goals these various UNHCR operations had set for themselves. The ensuing recommendations for adjustment to the staffing and structure of these operations have, for the most part, already been implemented.

We are also pleased to report important progress in the **management of human resources**, where a number of initiatives aimed at increasing efficiency and ensuring staff effectiveness have been implemented since 2011. 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.

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

Let me turn now to UNHCR's recent and 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 body monitors the implementation of recommendations made by oversight bodies and identifies new policies and/or required changes in existing policies and procedures.

We have already heard today a detailed presentation from a second oversight body, the **Independent Audit and Oversight Committee or IAOC**. As a follow-up to certain recommendations contained in the second annual report of the IAOC presented to the Standing Committee in September 2014, UNHCR in 2014 focused its internal oversight efforts on developing a comprehensive personal accountability framework.

Furthermore, in December 2014, UNHCR signed a revised memorandum of understanding with the Office of Internal Oversight Services (OIOS), designed to strengthen arrangements for internal audit services.

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 a total of 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 has already been addressed in an earlier presentation today, allow me to say just a few words 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 identifying and prioritizing risks faced by field operations and Headquarters, so as to be able to develop and implement relevant measures to reduce or avoid these risks. The consideration of risks and their potential impact on UNHCR's programmes, projects, and budget allocations will, in turn, lead to improved decision making and, ultimately, to better and lower cost delivery of protection and assistance to persons of concern.

Last but not least, let me now turn to a few of UNHCR's **management priorities**, which have guided and continue to guide the implementation of the reform measures I have described.

The first one I wish to underscore is UNHCR's continued work 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 real achievements, including streamlining and refining the fast-track posting process, implementing a self-booking tool for official travel, and developing a hand-over checklist between outgoing and incoming Representatives.

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 human resource-related policies with the aim of improving overall organization performance. But I will let DHRM speak to these in detail.

The second important management priority that I will touch upon today concerns the **out-posting of Headquarters functions**. Given the increased volume of UNHCR operations in recent years, the High Commissioner recognized, in 2014, the need to strengthen Headquarters functions so as to ensure effective governance of, and provide effective support to, operations globally.

However, in order to ensure the most cost-effective solution, any 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 to one of these two locations. This re-location process is now underway and is expected to be completed by January 2016. As of mid 2015, a total of 364 posts were located in Budapest and 55 were located in Copenhagen.

The implementation of the various components of reform I have described has broadly enabled UNHCR to meet the High Commissioner's commitment to increase the resources directly devoted to protection, assistance and solutions for persons of concern, while reducing the share of funding spent on the organization itself.

Regular review and fine-tuning of the various tools and processes introduced during the course of the past decade is 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,

Let me conclude here. I now look forward to receiving the Committee's views, questions and advice and, together with the Deputy High Commissioner, answering your questions.

Thank you.