



MANAGEMENT REFORM – INTRODUCTION

DMS/CMS Conference

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1. Management Reform

An agenda built on three UN reform streams



DEVELOPMENT: Improving the overall United Nations approach to the 2030 Agenda, including through improved governance and coordination, a clearer delineation of responsibilities within Country Teams and consolidated support structures.



PEACE & SECURITY ARCHITECTURE: Break existing silos and allow for an integrated whole-of-pillar approach to confronting threats to international peace and security, including through an increased recognition of the importance of prevention and peace sustainment.



MANAGEMENT REFORM: Paradigm shift in management of the Secretariat through decentralization, delegation and simplification; will allow alignment of responsibility for mandate delivery with authority to manage resources. This will enhance effectiveness, while strengthening accountability (A/RES/72/266).



We have identified six key challenges, which require to be addressed immediately



Slow and unresponsive service delivery



Fragmented management structures



Weak performance management



Resourcing gaps



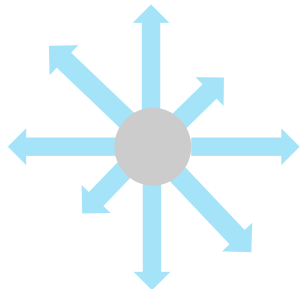
Lacking transparency and accountability



A trust deficit between member states and the Secretariat

Effective mandate delivery through bringing decision-making closer to point of delivery, aligning accountability with responsibilities, simplifying our policies and processes (A/72/492)

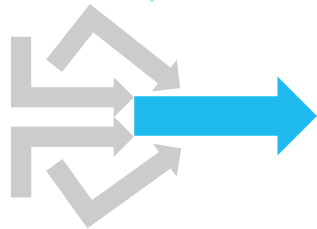
To achieve effective mandate delivery, change is built on the following principles



DECENTRALIZATION

Decentralize authorities

Decision-making authority will be delegated directly from the Secretary-General to heads of departments and heads of mission.



SIMPLIFIED PROCESSES

Streamline processes

Simplify overall management processes, including budget cycle. Review regulations, rules and policy.



ACCOUNTABILITY & TRANSPARENCY

Transform operations and culture

Alignment of responsibilities and accountabilities and clarification of roles. Strengthening of performance-driven, accountable and transparent culture.



Global Service Delivery

Provide global shared services

Establish a global service delivery model to provide non-location specific shared services to all UN Secretariat entities

Several direct benefits are linked to the changes

Clear Accountabilities
and Responsibilities

Empowered Heads of
Entities

Simplified Processes



Increased responsiveness and flexibility on the ground through greater decision-making authorities



Decreased unnecessary administrative burden



Elimination of needless handover points through process streamlining



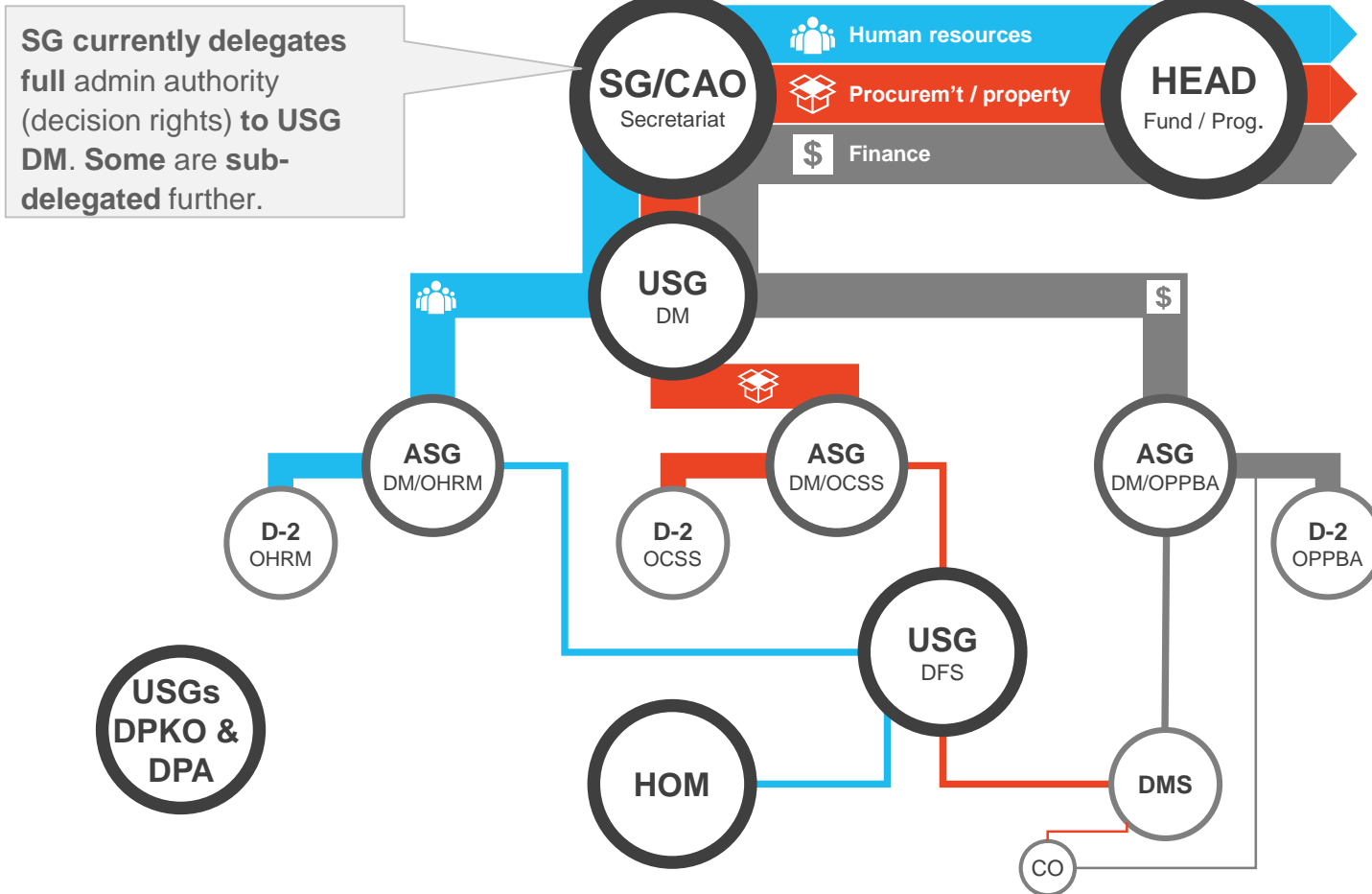
Clarified accountabilities, aligned with responsibilities



Better support from HQ through clear entry points

Delegation of Authority framework is being reviewed

Unlike in the AFPs, the Secretariat DoA is currently complex and centralized



DOA review is ongoing and will be discussed tomorrow in more depth

Source: Non-comprehensive overview of basic delegations according to ST/AI on Financial Rules and Regulations, and Staff Rules and Regulations (excl. special cases)



Administrative frameworks are under review

Regulations, rules and policies, as well as processes are convoluted and complicated

Regulations, rules and policies

Definition

Overall, high-level framework within which the Organization functions to achieve its goals

Common documents

Regulations and rules (guiding policy), SGBs, ST/AIs

Processes

Definition

Common operational guidance that determines how policies will be implemented

Common documents

Manuals, standard procedures, operational guidance, SOPs, ICs

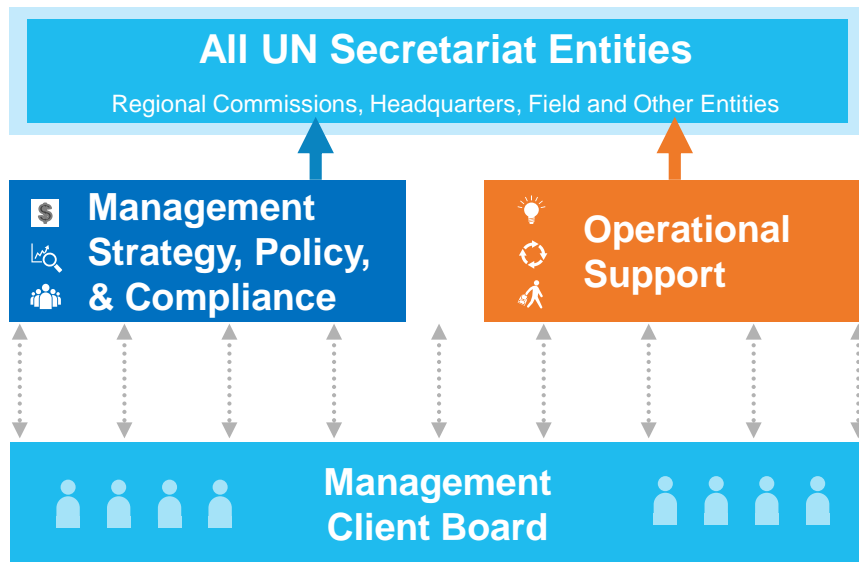
Review of regulations, rules and policies has already started

- DM is leading a review of regulations and rules –SRRs to be presented to the GA this year, and FRRs next year
- Policy review, especially in Human Resources is to be completed by the end of 2018
- Process review, simplification and streamlining is to follow as part of reform efforts



2. Creation of DMSPC and DOS

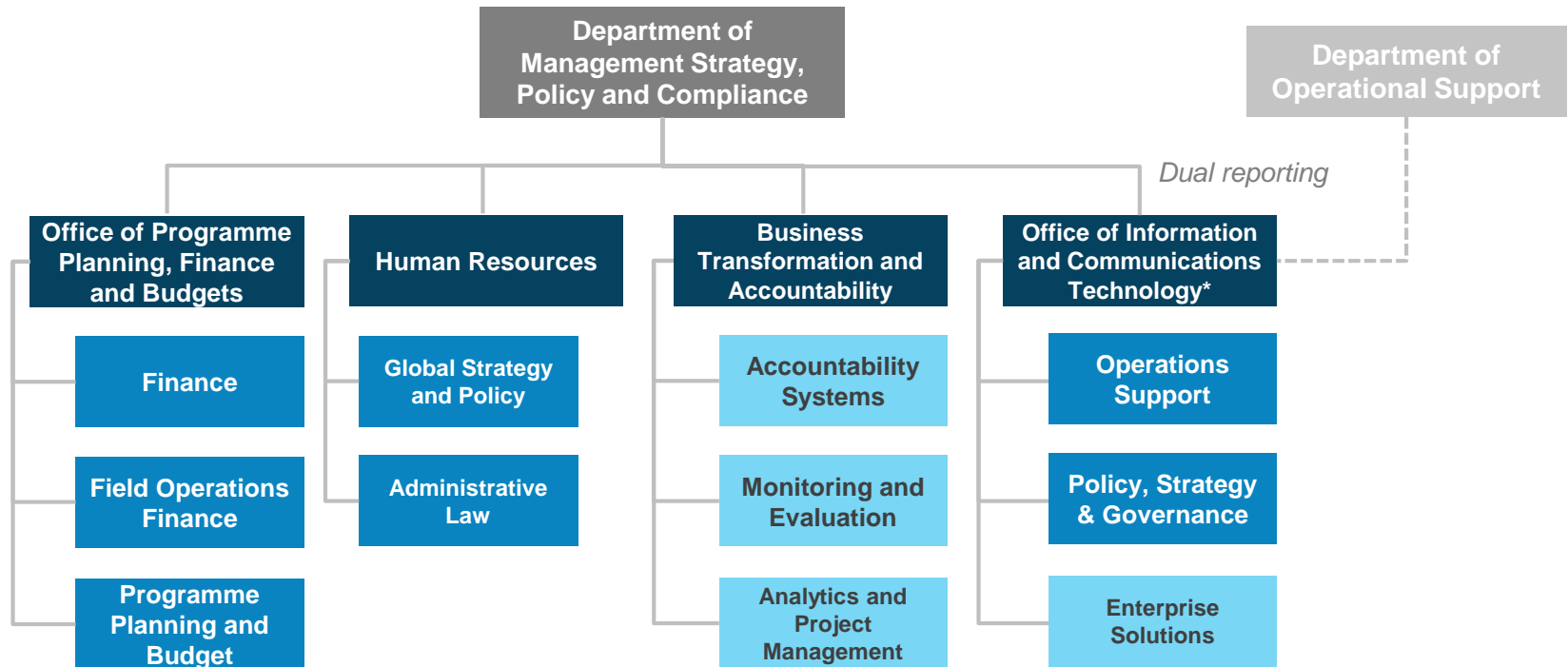
Redesigning our HQ structures will serve as an enabler for the wider reform



Create two new Departments to serve the entire Secretariat, improving efficiency and cost-effectiveness: **Management Strategy, Policy, and Compliance**, consolidating policy and compliance functions for all areas, and **Operational Support**, focusing on operations, services, transactions, and surge support (A/RES/72/266B)



Department of Management Strategy, Policy and Compliance (DMSPC)

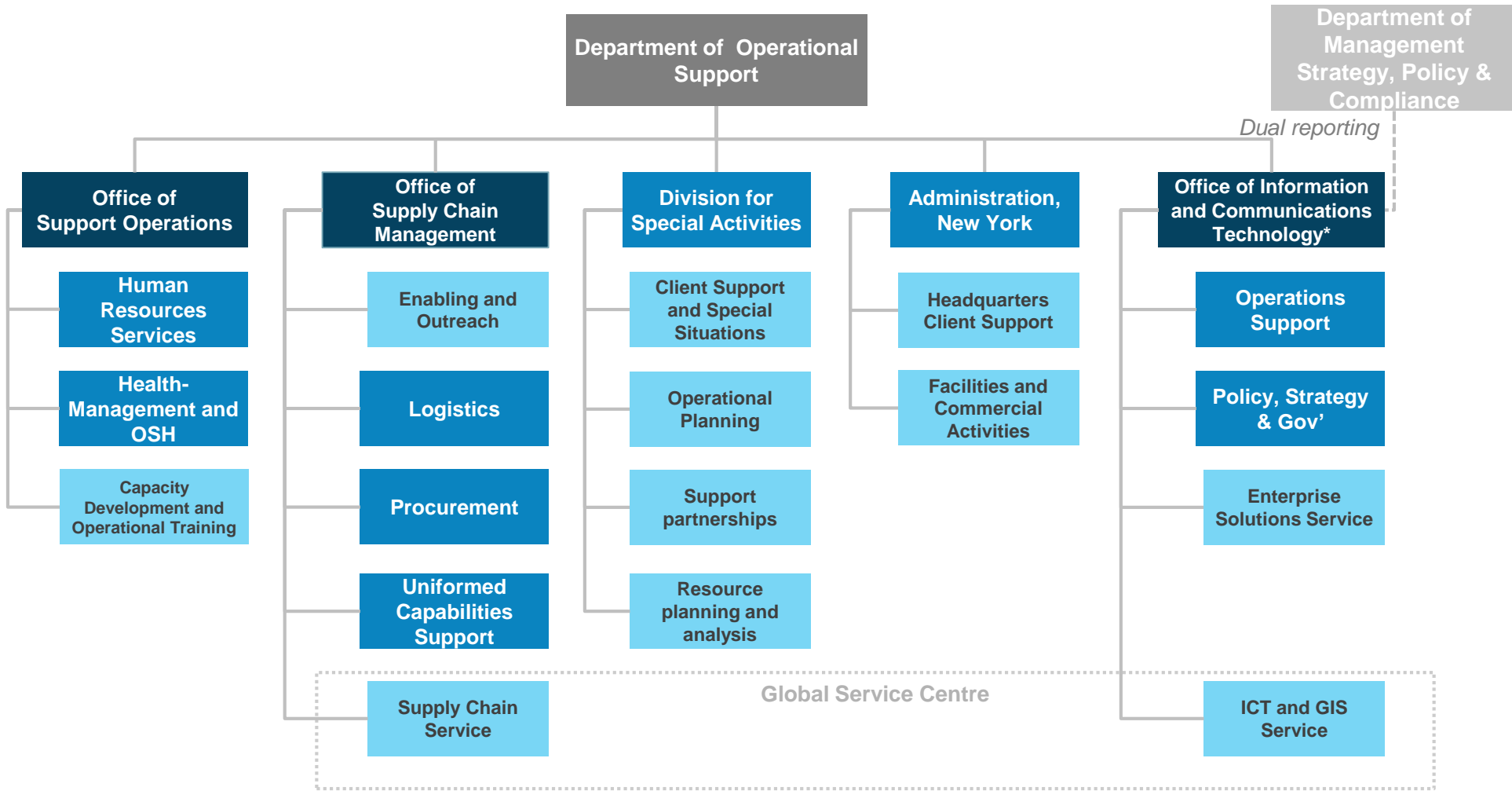


*with dual reporting line to USG DOS

Department
 Office
 Division
 Service and below



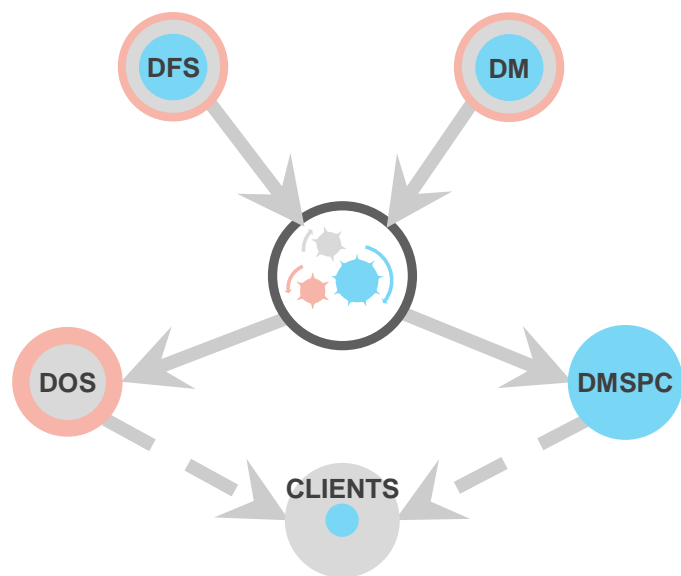
Department of Operational Support (DOS)



*with dual reporting line to USG DMSPC

■ Department ■ Office ■ Division ■ Service and below

Key structural changes through the creation of DOS



- Strategic/compliance
- Operational
- Transactional

In DOS, we will be able to better support clients with:

- Unified supply chain management through the colocation of procurement and logistics support
- Harmonized operational support for human resource management for all Secretariat entities
- Integrated medical support
- One stop shop for Member States for support to uniformed capabilities
- Stronger planning and support for surge/special situations

Other changes include:

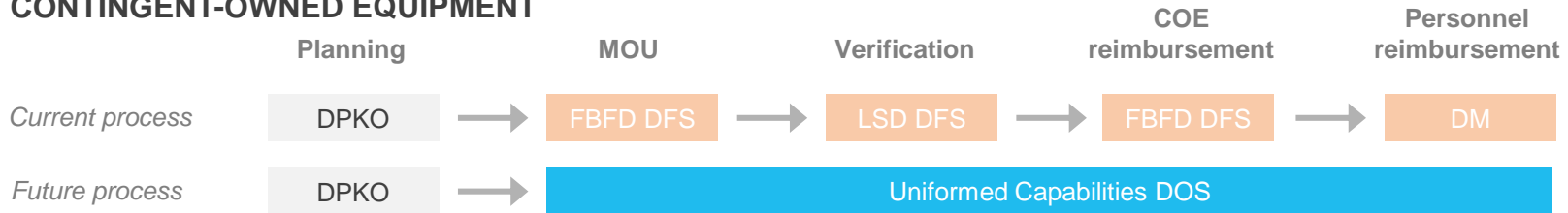
- DOS will provide support for UNHQ facilities and commercial services
- ICT will be consolidated within a single organization reporting to both DMSPC and DOS
- Further development of options for shared transactional services

Following DFS functions will not be supported through DOS:

- All support for budgetary and financial reporting responsibilities will lie in DMSPC
- Conduct and discipline functions will be consolidated with the Administration of Justice under DMSPC
- Senior leadership appointments for missions will be managed within the peace and security architecture

A major reform benefit will be the establishment of clear entry points for missions

CONTINGENT-OWNED EQUIPMENT



MISSION START-UP, SURGE, TRANSITION, DRAW-DOWN

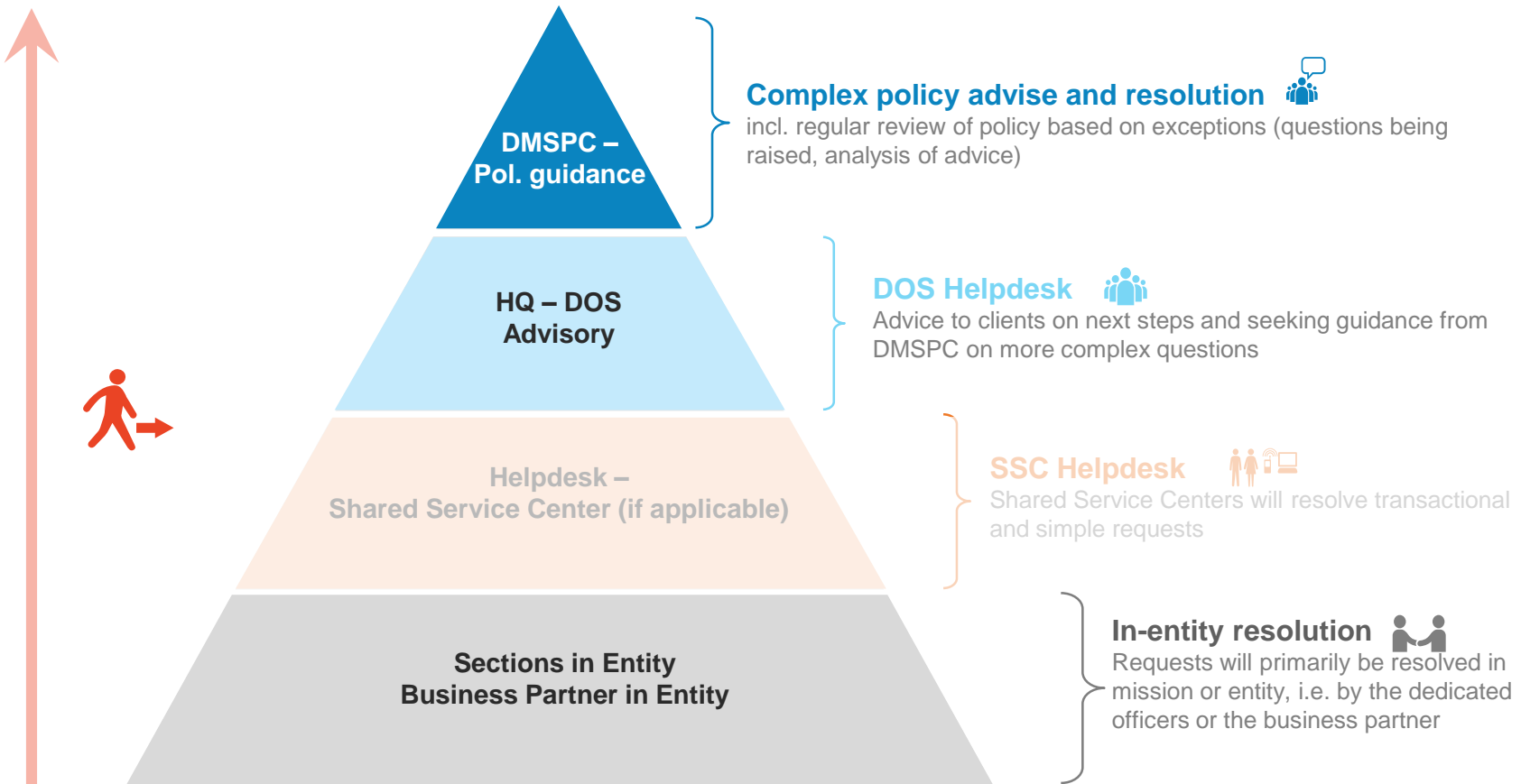


MEDICAL SERVICES



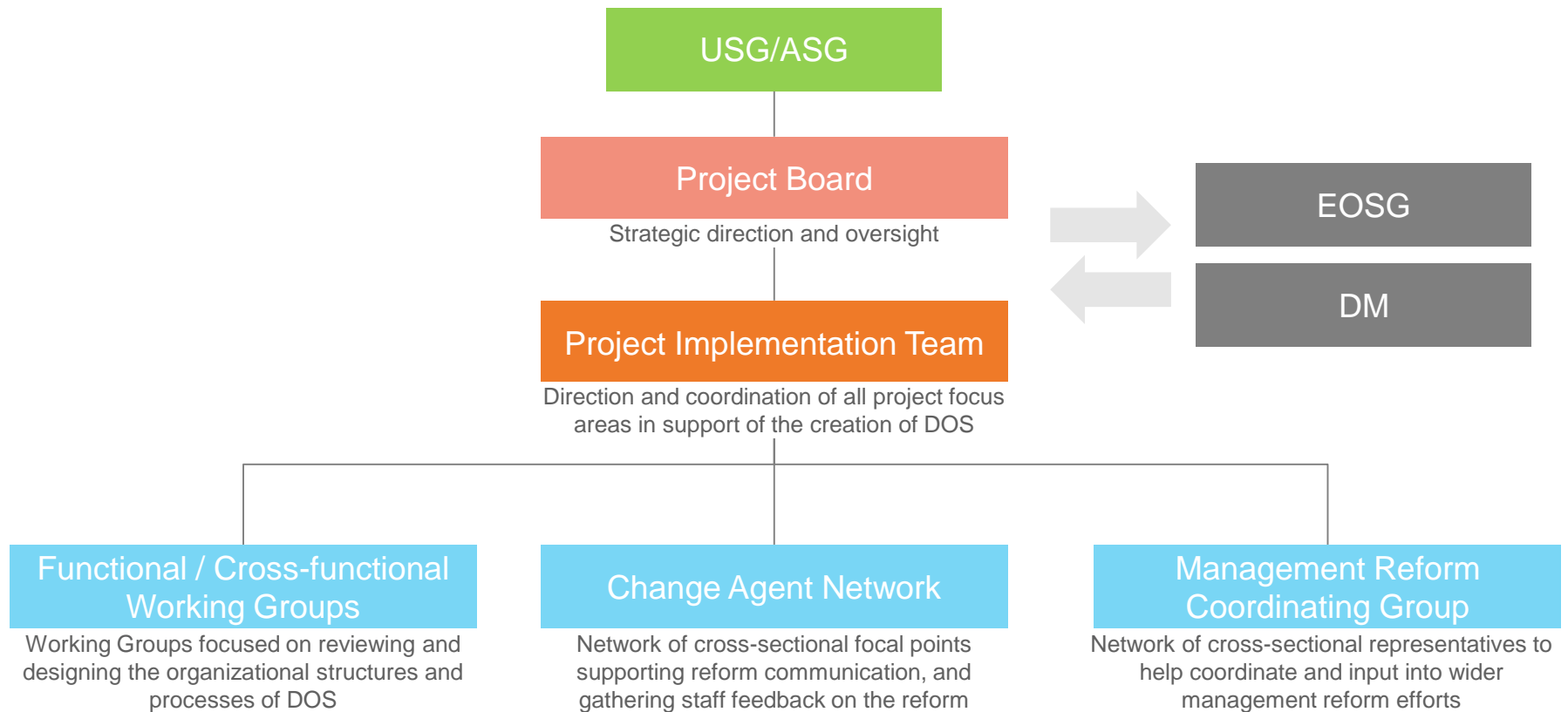
A tiered approach to mission request resolution will be established

Complexity of request



DOS Project Implementation

We envisage an 18 month long project with the following structure





Our project will have seven focus areas

1 Project Set-up and Coordination

2 Strategic Direction

3 Functional Work Design

4 People and Posts

5 Transitioning People and Values

6 Client Engagement Framework

7 Input to Secretariat-Wide Reform



We have started identifying areas for improvement

DATA WAS GATHERED THROUGH...



CMS/DMS Functional Areas Survey 2018



Internal Review on Management (IRTM) 2017

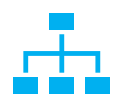


Client Survey 2017



HIPPO and other management reports

KEY PAIN-POINTS IDENTIFIED



Human Resources



Camp Management



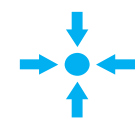
Medical



Procurement



Budget and Finance



Cross Cutting

... on Friday, we will work together to identify concrete solutions to address some of these pain points

Questions & Answers