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# Strategic Vision for the Reform

Improving the UN's ability to deliver on its mandates & increasing the confidence of Member States

—

**“The United Nations needs to be nimble, efficient and effective, focusing more on delivery and less on process...”**



## WHY REFORM?

- Heavy outdated bureaucracy
- Centralized decision making
- Inadequate accountability
- Complicated policies and procedures
- Insufficient transparency
- Gaps in functions and capacities



# The 3 Reform Pillars

In line with the 2030 Agenda – significant changes to the UN development system for the emergence of a new generation of country teams, centred on a strategic **United Nations Sustainable Development Cooperation Frameworks** and led by an impartial, independent and empowered Resident Coordinator.

## Development

The overarching goals of the reform are to prioritize prevention and sustaining peace; enhance the effectiveness and coherence of peacekeeping operations and special political missions and move towards a single, integrated peace and security pillar.

## Peace & Security

A new management paradigm for the Secretariat and a UN that empowers managers and staff, simplifies processes, increases transparency and improves on the delivery of our mandates.

## Management



# Management Reform

## Objectives

- Improving the speed and responsiveness of service delivery
- Establishing greater coherence in management structures
- Strengthening performance management culture
- Ensuring effective management of resources for mandate implementation
- Enhancing transparency and accountability
- Increasing the trust between Member States and the Secretariat



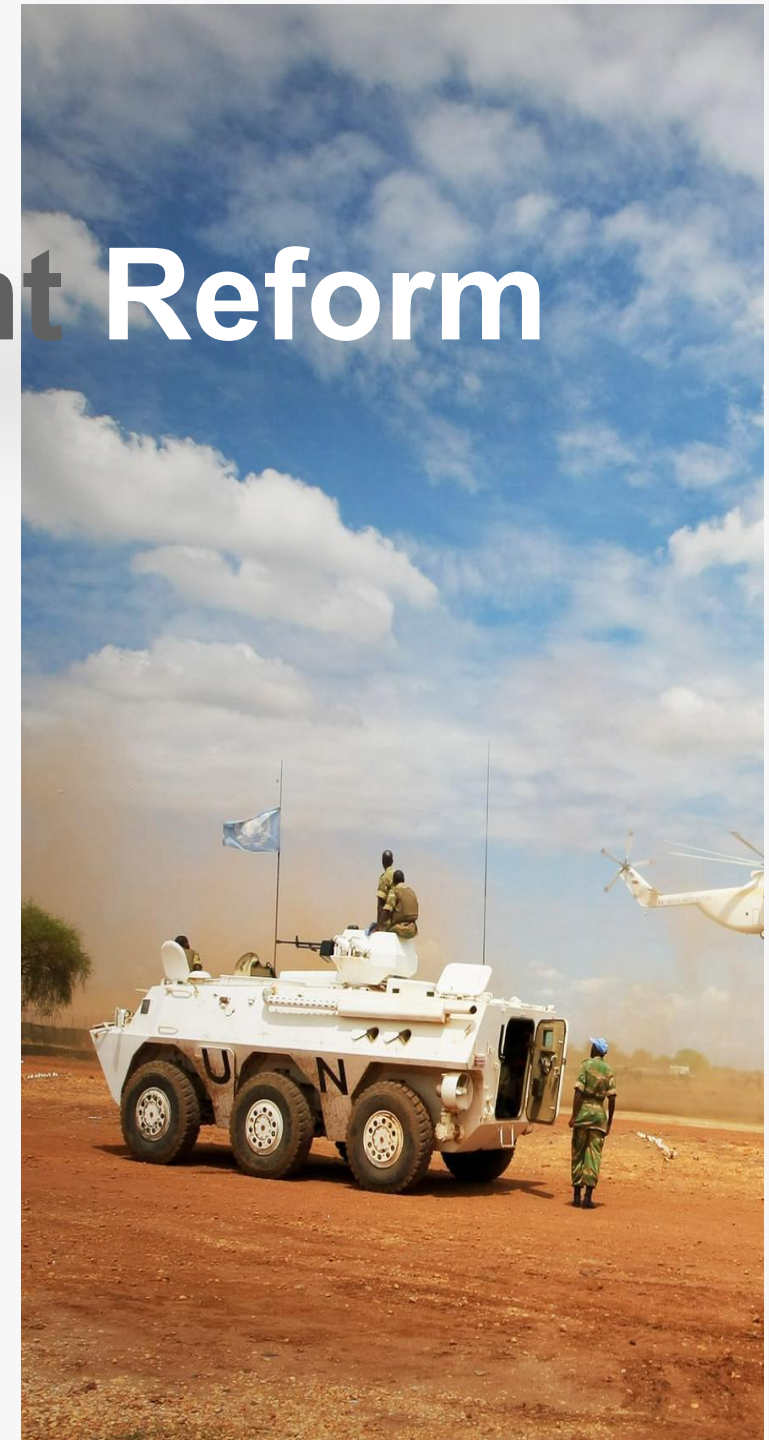
“Reform is not an end in itself. The purpose of reform is simple and clear: to best position the United Nations to deliver on humanity’s boldest agenda: the sustainable development goals. To better serve people: People in need. People with hope. People who look to us to help improve their lives and also to improve our world at a time of spiraling challenges and rapid, dramatic change.” **UN Secretary-General António Guterres**





# Implementing the Management Reform

- ✓ Two management departments (Department of Operational Support & the Department of Management Strategy, Policy and Compliance) established at HQ
- ✓ An accountability framework for the exercise of decision-making
  - authorities closer to point of delivery
- ✓ Decentralised operations through more delegation to managers, accompanied by extensive training, planning and resources
- ✓ New annual programme budget with better performance, planning and resource information (pending final approval from Member States).
- ✓ Simplification of policies and processes, supported by client feedback mechanism
- ✓ Strengthened data analytics and evaluation capacities





# Delegation of Authority

aligns responsibility with authority

1

On 1 January 2019, the SG introduced a revised framework for **DELEGATION OF AUTHORITY** emphasizing transparency, accountability and decision-making that is **closer to the point of mandate and programme delivery.**

3

- ✓ BUDGET & FINANCE
- ✓ PROCUREMENT
- ✓ PROPERTY MANAGEMENT
- ✓ HUMAN RESOURCES

2

An **ACCOUNTABILITY FRAMEWORK** for monitoring the exercise of delegated authority.

- **Online Portal**
- **Management Dashboard** - greater insight into business data and performance to support decision-making.
- **Proactive guidance** and support to entities



# the Department of Management Strategy, Policy and Compliance (DMSPC)



Provides policy leadership in all management areas through **an integrated global management strategy and policy framework** and through strengthened monitoring, evaluation and accountability mechanisms that oversee the exercise of delegated authorities in an environment of decentralized management. It contributes to a **culture of continuous learning and accountability** and promotes innovation in business models throughout the Secretariat.



# the Department of Operational Support (DOS)



Provides operational support to UN Secretariat entities globally, including advisory, operational and transactional support services and, where needed, exercises delegated authority on behalf of clients. DOS supports the entire UN Secretariat, consisting of over 100 entities located around the globe.





# Office of Supply Chain Management

“Our clients deserve a responsive operation with strong client orientation and superior service delivery, and that’s what we strive to provide them – I want people to come to us with their requirements, not because they have to, but because of the value that we bring to the table!” **Christian Saunders, Assistant Secretary General for Supply Chain Management.**



Procurement



Logistics



Enabling & Outreach



Aviation Safety



Uniformed Capabilities

- ✓ **Design supply chain for strategic advantage:** not just to get the lowest cost but also consider ways in which we can offer innovative solutions
- ✓ **Facilitate holistic planning of supply:** enhancing the ability of the Organization to predict and prepare for global demand in advance
- ✓ **Implement collaborative partnerships:** working together towards a common goal rather than competing for conflicting goals
- ✓ **Improve business processes:** simplifying workflows between vendors and the UN; improving visibility on all movements (Umoja Transportation Management solution)
- ✓ **Improve client service:** reducing timeline in responding to customer queries and establishing contracts, on-time shipment and delivery of goods and services to clients
- ✓ **Innovation & Technology:** Enabling an end to end intelligent supply chain, improving visibility and transparency while reducing time, cost and risk

Effective and efficient supply chain **FUNDAMENTAL** for a **nimble, efficient and effective UN, focusing on delivery and less on the process...**

Integrated Supply Chain brings more agile, responsive, efficient and effective client-oriented services to UN entities globally:

- ✓ anticipation of global requirements via **demand planning and forecasting**
- ✓ identifying sourcing options through a **global source plan**
- ✓ **planning, consolidating, and contracting freight and passenger services for delivery**

## The 5 Rs



the right  
PLACE



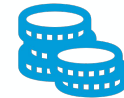
at the right  
TIME



In the right  
QUANTITY



of the right  
QUALITY



for the right  
PRICE





# Management Reform **Progress**







- **Decentralized delegations of authority** to improve delivery on the ground.
- **Tiered advisory model** allowing Headquarters to better support empowered managers in the field.
- An HR framework that reflects a **more systemic approach** to people management towards three long-term outcomes: organizational agility; diversity and inclusion; and accountability.
- **Integrated supply chain management** enabling end-to-end planning and management. Improved support to Troop and Police Contributing Countries (T/PCCs) through a new dedicated Uniformed Capabilities Support Division.
- **Consolidated Information and Communications Technology** functions to create single ICT.





- **Continuous feedback loops** with managers through the new Management Client Board, consisting of rotating internal client representatives.
- **Increased accountability and transparency** based on a new Accountability Framework and enhanced analytics capacities.
- The Organization's annual **Statement of Internal Control** comprises self-evaluation and attestation by every head of entity upon their respective internal control frameworks. This supports the delegation of authority aspect of the management reforms, by enhancing accountability and transparency.
- **Strengthened conduct and discipline** through consolidation and elimination of handover points





## COVID-19 RESPONSE



- The Secretariat's **response to the COVID-19 pandemic** validated the concepts underpinning management reform and tested the decentralized approach.
- The **Secretariat continued its work largely uninterrupted**, underpinned by the reform.
- The adoption of supply chain management helped ensure that field entities were able to **rapidly address shortages** in personal protective equipment and ventilators, and **stay and deliver** for the people who depend on its work.
- Information and communications technology investments facilitated **business continuity** in a time of unprecedented challenges.
- The COVID-19 pandemic accelerated the **mainstreaming of innovation and adoption of new ways of working**.
- Culture changes, including greater digital transformation, are helping the Organization nurture an **agile workforce** that is more adaptable, nimble and fit for the future.





# The Future

Whether it is in development, or the other pillars of the reform – management and peace and security – the reform is not an end in itself. What matters are results on the ground.

“Global challenges require global solutions. It is not enough to proclaim the virtue of multilateralism; we must prove its added value.”

**António Guterres** SECRETARY-GENERAL



“International cooperation is key to lifting the decade of action to deliver the SDGs by 2030. We need transformations that leave no one behind.”

**Amina J. Mohammed** DEPUTY SECRETARY-GENERAL

**FOCUSING ON ONE UNITED NATIONS** - Reducing duplication and costs and maximizing benefits from the comparative advantages of each UN entity.



# Work **in progress**

- ❑ Moving from a reform approach to **continuous improvement**
- ❑ **Annual budget completes its trial period** - GA to decide in upcoming main session.
- ❑ Increasing the use of **data analytics**, including the UN Secretariat Workforce Portal (pilot) and UE2
- ❑ **Mainstreaming** results-based and risk management, performance monitoring and evaluation across the Secretariat



**Thank you.**  
**Questions?**

For more Information:  
<https://reform.un.org/>