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Update on the organizational review of UNICEF

Introduction¹

1. In its decision 2007/7, adopted at the annual session of 2007, the Executive Board requested UNICEF to submit for consideration and decision by the Board at the second regular session of 2007 the changes proposed to be made through the organizational review. The consultant's recommendations on the Organizational Review were widely shared with UNICEF staff and discussed with management and staff representatives at different levels. This document summarizes the views of the secretariat and the status of implementation. In line with the Board's decision, it also highlights the impact on the UNICEF presence in the field, rationale for proposed changes, timeframes for implementation and implications on the 2008-2009 biennial support budget.
2. Although many organization-wide reviews are conducted in response to organizational crisis or major external shifts UNICEF proactively initiated this review to enhance its adaptive capacity, harness emerging opportunities and maximize delivery of results for children while utilizing a rights-based approach to programming. Most of the recommendations of the Review validated ongoing efforts to further sharpen the organization's focus on results, particularly progress towards the Millennium Declaration and the Millennium Development Goals, improve operational efficiency and streamline business processes. The Review's other key recommendations, when implemented, will further enhance the UNICEF capacity to deliver. They will also strategically position the organization as a centre of knowledge and excellence on children, and strengthen its ability to be a more effective partner.
3. As detailed in this document, a number of measures are currently under implementation and/or are proposed in the next biennium. Greater emphasis is placed on strengthening the organization's analytical and longer-term "horizon scanning" functions to anticipate and prepare for new opportunities and mitigate risks. Simplification of business processes continues to be a priority to make the organization more agile, flexible and responsive to a fast changing environment.

* E/ICEF/2007/13.

¹ Recommendations and references refer to the "UNICEF Organizational Review, Synthesis Report, Findings and Summary Recommendations", GivingWorks, 25 May 2007, which was made available to the Executive Board at the annual session of 2007.

4. Most of the activities related to the implementation will be built into UNICEF's ongoing and budgeted work. However, there are some critical initiatives that will require additional funding. The cost implications of these activities are highlighted in this report and will be detailed in the upcoming biennial support budget document.

5. The Board will be kept informed regularly on the progress of implementation through the Executive Director's annual report.

Shift I	Sharpen programme focus, formulation and strategy
1.	
Report recommendation	<p>Develop a lighter and more strategic country programme planning process (page 20). The situation analysis of children should be the foundation for UNICEF strategic thinking and advocacy (page 22).</p> <p>Key recommended elements include:</p> <ul style="list-style-type: none"> ▪ Transition to a rolling plan that emphasizes an efficient annual stocktaking of lessons learned and provides for adaptation and continuity rather than reinvents the country programmes every 3-5 years. ▪ Allow for greater flexibility in the use of core resources (support budget and regular resources) to enable tailoring of the UNICEF presence and engagement to diverse country contexts. ▪ Encourage a longer-term perspective in planning to drive awareness of emerging trends and risks and build readiness for discontinuous change. ▪ Place greater emphasis on strategic intent and rationale rather than procedural compliance. <p>UNICEF should develop a country segmentation as a tool for strategic thinking, programme design, and continued learning (pages 15 and 16).</p>
Rationale	<p>Improving and simplifying the country planning process will help UNICEF staff focus on the substantive agenda of assisting and supporting countries to achieve results for children. Through the use of streamlined tools and templates, the planning process should be less burdensome and more strategic.</p> <p>UNICEF could increasingly capitalize on the global nature and influence of the organization by creating greater strategic coherence and knowledge-sharing among its geographically distributed locations. Given the increasing heterogeneity of countries within regions, the traditional geographic groupings of UNICEF do not fully provide opportunities for knowledge-sharing across a range of countries.</p> <p>There is a need for more cross-country learning, collaborative strategic thinking and knowledge-sharing. An analytical tool for recognizing patterns among countries and facilitating dialogue around how successful programming approaches in one country can be applied in countries with similar contexts and challenges. Any such approach must not be translated into a rigid, “one size fits all” approach to programming. Country ownership and attention to a country’s unique characteristics remain paramount.</p> <p>Such an approach can also help facilitate UNICEF thinking around engagement with middle-income countries. The broader exercise would provide an opportunity for more innovative thinking around the UNICEF role and value-added in these countries.</p>

<p>Current status and next steps</p>	<p>Redesign of the country programme process is a UNICEF priority. UNICEF is working to design a process which will be evidence-based, efficient, less bureaucratic and which will stimulate greater creativity and analytical rigour.</p> <p>As UNICEF improves its own planning process, it can better participate in the overall United Nations Development Assistance Framework process. The ongoing “delivering as one” pilots should provide additional evidence on how to improve the inter-agency planning process.</p> <p>In preparation of the country programme documents, many country offices have already started revitalizing the situation analysis of children as the foundation of their strategic thinking and advocacy.</p> <p>UNICEF does not agree with the specific country typology as it is illustrated in the graph on page 16 of the consultant’s report. However, it is recognized that there are considerable opportunities for UNICEF to facilitate learning and sharing of best practices among countries facing similar issues. An analysis of the relative severity of specific issues in different countries can also support programmatic prioritization, as illustrated by the targeting of 60 priority countries for water and sanitation in the 2006-2009 medium-term strategic plan (MTSP). During and subsequent to the 2006 All-Africa meeting of Representatives, UNICEF Representatives in countries facing similar health challenges found it most helpful to compare experiences and strategies and share their mutual expertise. Such approaches are increasingly important in assisting children in middle-income countries and are helpful for knowledge-sharing and capacity-building.</p>
<p>Impact on presence at the country and regional levels</p>	<p>The redesigned country planning process will encourage more analytical and strategic thinking across the organization and allow country office staff to better concentrate on implementation and capacity-building of counterparts and partners. The redesigned planning process will also bring a renewed focus on results-driven programming. Programme staff at various levels of UNICEF will be expected to develop their capacity to plan better – and to engage in work aimed at systemic and sustainable reforms. Staff should become more flexible and analytical in their planning and implementation.</p>
<p>Timeframe</p>	<p>Progress is already being made. The 2008-2009 country programme management plan (CPMP) guidelines have been substantially streamlined. A proposal for a streamlined UNICEF country programme process (in support of national development plans and strengthened inter-agency coherence) will be finalized by late 2008. To achieve appropriate harmonization, consultations will be carried out with other United Nations agencies – and draw on best practices inside and outside the United Nations. While overhauling some of these long-standing practices may take some time, the instructions on country programming to be issued in November 2008 will already contain elements of simplification.</p>
<p>2008-2009 support budget implications</p>	<p>The support budget proposal will include additional allocations to Programme, Policy and Practice and Regional Offices, in order to strengthen the knowledge function (see sections 2.1 and 3.1 below). No direct support budget implication for the planning process redesign.</p>

Shift II	Realign structures and systems to deliver results
2.1	
Report recommendations	<p>UNICEF should realign programme-related functions in headquarters around outcomes and key expertise areas (page 24). This includes:</p> <p>Reorganize the headquarters programmatic technical areas around key outcomes, including:</p> <ol style="list-style-type: none"> 1) child survival, growth and development (health, nutrition, water and sanitation); 2) quality education and gender equality (with a far greater focus on educational outcomes, not only school attendance and completion); 3) child protection; and 4) HIV/AIDS as a cross-cutting outcome area. <p>Establish cross-cutting policy and practice teams, which embody the global expertise in the various strategic interventions that UNICEF employs to achieve results for children (page 26).</p> <p>Strengthen the UNICEF capacity for strategic analysis of data from instruments such as DevInfo, multiple indicator cluster surveys (MICS) and community-level pulse data (page 35).</p> <p>To address the proliferation and complexity of policy and process instructions, a single <i>Programme Policy and Planning Guidance Unit</i> should be established to bring greater coherence to the wide array of policies and guidance emanating from all parts of headquarters to the field (page 26).</p> <p>Strengthen expertise in post-crisis recovery and transition and embed it into programming. Specialist expertise in this important area should be expanded within Emergency Programme Operations (EMOPS) and should work closely and collaboratively with the Programme Group (page 27).</p>
Rationale	<p>Sectoral silos within Programme, as well as insufficient linkages among Programme, EMOPS and Supply, have led to fragmentation of efforts and insufficient integrative approaches. The Programme Group needs to address some of the structural impediments to performance and to reduce overlaps and disconnects to allow mobilization of expertise and programmatic guidance to support UNICEF work in the field and with global/regional partnerships. The reconfiguration of practice groups around cross-cutting expertise (e.g., child rights, advocacy, social and economic policies, etc.) will strengthen the ability of UNICEF to provide holistic approaches, policies and programmes for achieving desired outcomes for children.</p>
Current status and next steps	<p>UNICEF is proposing a new Programme Group structure, organized around programme outcomes and practice areas as recommended to strengthen UNICEF capacity to achieve results for children.</p> <p>The Organizational Review recommendations have validated a number of ongoing strategic shifts within UNICEF in the area of programmes:</p> <ul style="list-style-type: none"> • As of last year, several technical clusters in headquarters have developed cross-sectoral and cross-functional work plans to focus on specific

	<p>outcomes such as child survival.</p> <ul style="list-style-type: none"> • Over the last two years, UNICEF has been working to strengthen a number of key expertise areas, including communications for behavioural/social change, programme and product innovation and adolescent development. • Greater emphasis is also being placed on analytical and data capacities. The frequency of MICS has been reduced from five to three years. In addition, UNICEF is exploring potential new tools such as community pulse data (page 35). • A <i>Programme Policy and Planning Guidance Unit</i> is proposed as part of the Policy and Practice. • A proposal has been made to move the existing Recovery and Risk Reduction Section from Programme to EMOPS and to strengthen it with an additional professional capacity under the support budget.
Impact on presence at the country and regional levels	<ul style="list-style-type: none"> • Better integration among programme staff at headquarters, regional and country levels. • More strategic outcomes to lead to less-siloed interventions. • Enhanced guidance and support to countries and regions from the Programme Group – and more effective performance feedback from the field. • More coordinated and proactive global programme partnerships • Establishment of global technical expertise networks linking staff across the extended cluster (country, region and headquarters) designed to improve knowledge-sharing, technical assistance and professional development of staff worldwide. • Improved access to a global knowledge base on programme innovations that work for children, allowing UNICEF to help countries replicate and scale up interventions and programmes.
Timeframe	The revised structures are proposed as part of the support budget submission.
2008-2009 support budget implications	It is proposed to decrease the existing Programme and increase the redesigned Policy and Practice support budget. This realignment between the Programme and Policy and Practice will be partly funded by offsets within the programme group budget. In addition, additional support budget investment will be proposed to strengthen UNICEF capacities in: (a) data collection and analysis; (b) child survival, growth and development; (c) adolescents development and participation; (d) information and knowledge management; (e) social policy and economical analysis; (f) communication for behavioural and social change; and (g) child rights and gender mainstreaming.
2.2	
Report recommendation	The supply function should narrow its focus to strategic and essential supplies, and enter into partnership agreements with third-party providers to procure non-standard, supporting supplies (page 28).

Rationale	<p>The proliferation of items in the Supply Catalog (more than 8,000 products) complicates quality assurance efforts and adversely impacts supply-chain efficiency. Many of these items can be accessed through the market or provisioned through others – and UNICEF does not have any comparative advantage. However, UNICEF is uniquely positioned to provide essential strategic supplies (e.g., vaccines, HIV antiretroviral, bed nets and emerging educational technologies for children) where the UNICEF global network, established expertise and supply-chain provide a basis for comparative and competitive advantage.</p> <p>With appropriate capacity in place, UNICEF would be well positioned to identify emerging products and technologies that have potentially significant benefits for children and to facilitate their validation and adoption to scale.</p>
Current status and next steps	<p>The recommendation to narrow the product line is consistent with those made by the 2006 supply function evaluation. Implementation has already started with process reviews and analysis of product proliferation.</p> <p>Continuing work on opportunities for innovation will be further developed in 2008.</p>
Impact on presence at the country and regional levels	<ul style="list-style-type: none"> • Improved supply planning capacities in the regional offices as well as more effective advance planning. • End-user impact monitoring and evaluation strengthened in the country and regional offices. • Improved emergency preparedness planning at the country and regional levels linked to better supply planning at all levels of the agency.
Timeframe	Ongoing throughout the next biennium.
2008-2009 support budget implications	This will be largely covered by reallocation of the re-costed budget of the Supply Division with a minimal increase. Within this budget, the Supply Division will also ensure piloting and testing of innovative products for children.
2.3	
Report recommendations	<p>The regional offices should be substantially refocused on monitoring the quality of strategic thinking in country programme documents, ensuring consistent progress on results from country offices, and strategic representation of the children’s agenda through region-wide advocacy and partnerships (page 31).</p> <p>Country offices and regional offices should consolidate and cost-share some of their transactional (so-called “back-office”) functions, and reinvest the savings back into innovative programming, knowledge development and advocacy (page 31).</p> <p>In regard to the regional offices for South Asia (ROSA) and for East Asia and the Pacific (EAPRO), UNICEF should gradually adapt and integrate its regional focus and presence in Bangkok and Kathmandu (page 31).</p>

	<p>UNICEF should urgently retool and modernize its capacities for technical assistance. UNICEF should also develop modalities of improved technical assistance to country offices and improve mechanisms for vetting, utilization, feedback and capacity-building through technical assistance – so countries can access optimal expertise – including greater participation of expertise based in developing countries (page 29).</p>
<p>Rationale</p>	<p>As the accountabilities and size of regional offices have grown over time, the management burden on Regional Directors has continued to grow. The time and attention required to oversee and manage the broad range of regional offices accountabilities has diluted the focus on country programme monitoring, oversight and quality assurance. Regional offices need to be better focused and equipped to provide guidance and oversight on substantive issues, and the transactional burdens need to be reduced. Analytical and back-office capacities can be shared and/or consolidated to produce efficiencies – allowing resource savings to be deployed to knowledge and programmatic investments.</p> <p>The capacity of the UNICEF regional advisors is highly uneven, a reflection of inadequate human resources planning and performance management and a failure to make adequate distinctions between oversight and technical assistance. Support is often “supply-led” by regional advisors rather than driven by the critical needs of country offices. Technical support is geographically “siloed”, limiting cross-regional fertilization of ideas and access to global expertise. Linkages between regional advisors and Programme are unclear, leading to gaps and overlaps in provision of support to country offices.</p>
<p>Current status and next steps</p>	<p>UNICEF proposes to strengthen the capacity of regional offices to provide guidance and oversight to country programmes. Regional offices increasingly ensure that they provide more effective strategic guidance and support regarding children’s issues to United Nations country teams. Regional offices, in close collaboration with the Partnership Group, will further strengthen collaboration with appropriate regional and sub-regional intergovernmental bodies. Options to consolidate and cost-share some of the operations functions are being explored.</p> <p>As recommended by the Organizational Review, ROSA and EAPRO have prepared a joint support budget proposal. The two regional offices are proposing to establish a new joint technical advisory team to be located in Bangkok, which will strengthen cross-regional synergy and maximize efficiency and impact. The recruitment of a new Regional Director for ROSA is underway. The existing media hub in New Delhi will be strengthened.</p> <p>Different models of technical assistance are proposed by the regional offices for this coming biennium. This will provide opportunity to learn and test new approaches. For instance, the offices for Central and Eastern Europe and the Commonwealth of Independent States (CEE/CIS) and for the Middle East and North Africa (MENA) are proposing to share advisory capacities in economic/public budget analysis and in partnerships. The follow-up by the regional offices for Eastern and Southern and West and Central Africa to the All-Africa Representatives Meeting on scaling up child survival interventions is providing a much sharper focus on implementation and sustainability.</p>

Impact on presence at the country and regional levels	<ul style="list-style-type: none"> • Strategic regional offices' engagement with countries improves country programme quality and delivery. Staff competencies and mix should be reviewed and reprofiled as appropriate. • A more systematic strategic representation enhances partnerships and the impact of regional advocacy. • The application of appropriate performance management and risk assessment tools (to be developed) fosters more evidence-based management of regional and country engagement. • Greater collaboration and sharing of programmatic and operational resources leads to a more responsive and effective organization. • Improved technical support to country offices enhances the quality of country programmes and the results UNICEF delivers for children.
Timeframe	Changes to be implemented in 2008. During the 2008-2009 budget cycle, regional offices in collaboration with the Programme Group will continue to test different modalities for improving quality technical support to countries.
2008-2009 support budget implications	The support budget proposal will include provision for strengthening some areas such as child survival in Africa, partnerships, social policy and knowledge management in the regional offices.
Shift III	Position UNICEF as a global knowledge leader for children
3.1	
Report recommendation	<p>Create a global knowledge function around children's issues that strengthens the multiple facets of knowledge generation, acquisition, management, sharing and utilization (page 32).</p> <p>Improve the documentation of emerging knowledge, expand linkages to external knowledge centres, enhance vetting and quality control of knowledge resources and systematically share and scale up good practices (page 32).</p> <p>Key recommended elements of a strengthened knowledge function:</p> <ul style="list-style-type: none"> • Prioritize knowledge leadership and management through enhanced capacity and strengthened accountabilities. • Transform technical assistance into a globally networked support function with strong internal linkages as well as to external sources of expertise. • Invest in professionalizing the research function as a key strategy in providing global knowledge leadership for children (see 3.2 below) • Create "communities of practice" around children's issues to discuss emerging knowledge and potential programming strategies and approaches. • Develop a shared global knowledge taxonomy as the foundation for organizing the wide variety of knowledge and expertise. • Design a global resource database so that staff anywhere in the organization can identify and access a pool of vetted, internal and

	external expertise, best practices, research, development data and other knowledge resources.
Rationale	<p>As an intergovernmental organization with a global mandate for children, UNICEF is uniquely positioned to provide an intellectual framework for knowledge around children's issues.</p> <p>The value UNICEF delivers to counterparts is increasingly knowledge-driven. Countries look to UNICEF for technical expertise and guidance on designing and implementing innovative and effective solutions for children's issues. In order to leverage a global knowledge base in its partnership with countries, UNICEF should make knowledge generation and management a major priority, supported by appropriate levels of investment.</p>
Current status and next steps	Enhanced capacity for knowledge generation and management has been a priority for the organization over the last two years and was validated by the Organizational Review. Knowledge management is being incorporated throughout the Organization. Following the All-Africa Representatives' Meeting, the two regions in Africa have started a process of mapping health care facilities as well as assessing human resource capacities and gaps between the two regions. A dedicated unit for knowledge management is proposed within the Policy and Practice.
Impact on presence at the country and regional levels	<ul style="list-style-type: none"> • Systematic sharing and scaling of good practices. • Improved documentation of existing and emerging knowledge. • Increased emphasis on learning among field professionals. • Greater reliance on evidence in advocacy and programming. • Stronger linkages with external knowledge centres.
Timeframe	Progress is ongoing.
2008-2009 support budget implications	The support budget proposal will include the establishment of a knowledge management unit for this biennium.
3.2	
Report recommendations	<p>UNICEF should invest in professionalizing the research function as a key strategy in providing global knowledge leadership for children (page 32).</p> <p>A Global Research Advisory Board, with internal and external leaders, should be formed to help shape the research agenda and provide quality assurance (page 34).</p>
Rationale	The quality, dissemination and use of research to date have been highly uneven while the latent demand for the intellectual leadership of UNICEF remains. The research agenda overall is not adequately linked to strategic organizational priorities, and the implications of research findings for programming (by UNICEF and partners) are often either not clear or not acted upon.

Current status and next steps	<p>A research oversight function is proposed for New York to provide leadership for the research agenda to help disseminate and implement research findings. This will also strengthen synergies with the UNICEF global programme agenda and enhance relationships with research institutions and centres of excellence in developing and developed countries.</p> <p>The Innocenti Research Centre will remain a vital and central part of the organizational research function.</p> <p>Once the research oversight function has been established, a global research advisory board will be formed.</p>
Impact on presence at the country and regional levels	<ul style="list-style-type: none"> • Adequate linkage of the research agenda to strategic organizational priorities. • Clearer implications of research findings for programming.
Timeframe	Implementation during the 2008-2009 biennium.
2008-2009 support budget implications	The support budget proposal will include a provision to enhance the research function.
3.3	
Report recommendation	<p>Promote targeted low-cost, high-impact innovation for children through products, technology and programming – using UNICEF expertise, extensive field presence and partnerships to place the spotlight on promising new opportunities (page 34).</p> <p>On the programming side, UNICEF can play an important role in designing and testing innovative programme approaches and models, particularly in areas like child protection where new and innovative thinking will be required to accelerate progress and where UNICEF is a leader on the issues (pages 34 and 35).</p>

Rationale	Many opportunities exist for UNICEF to invest its credibility and position (especially with products and supplies) in shaping and promoting innovations that have significant potential benefits for children. On the programming side, UNICEF can play an important role in designing and testing innovative programme approaches and models, particularly in areas where new and innovative thinking will be required to accelerate progress and where UNICEF is a leader on the issues.
Current status and next steps	<p>UNICEF has a continued legacy of promoting innovations, including the important catalytic role it has recently played in the production and appropriate use of ready-to-eat therapeutic foods that address acute malnutrition. UNICEF is actively investigating methods to systematically scan, evaluate and promote the scale-up of high-impact affordable technologies.</p> <p>UNICEF is developing innovative approaches and models in behavioural and social changes, programme communication and child protection. UNICEF staff are also developing interactive tools to foster youth participation.</p>
Impact on presence at the country and regional levels	Innovative products, technology and programming approaches will enhance work at country level.
Timeframe	Continued focus on opportunities for innovation.
2008-2009 support budget implications	This will be covered within the adjusted budgets for Supply, Programme and Policy and Practice respectively.
Shift IV	Enhance partnerships for resources and results
4.1	
Report recommendation	Develop a global strategic framework around achieving results for children through partnerships taking into account expanded opportunities for collaborating with the United Nations system, civil society, the private sector, foundations, and international financial institution partners (page 37).

Rationale	The UNICEF approach to partnership has often been more opportunistic than strategic. Partnerships are of highly variable quality due to insufficient analytical rigour in partner selection and lack of clarity on expected results. An effective partnership framework should outline a global strategic agenda for each partner and provide the tools and methodologies for selecting, designing, and managing these partnerships.
Current status and next steps	UNICEF is proposing a 'Governance, United Nations and Multilateral Affairs' entity which will oversee existing functions of the Office of the Secretary of the Executive Board, United Nations Affairs, the geographical desks and the international financial institutions with the intent to achieve greater synergy and a more pro-active positioning to deliver results for children.
Impact on presence at the country and regional levels	<ul style="list-style-type: none"> • Enhanced organizational coherence in management issues within the multilateral system. • Improved monitoring of political discussion in the multilateral system to ensure strategic prioritization.
Timeframe	2008
2008-2009 support budget implications	The restructuring to establish this office will be managed within the current budget ceilings and other inter-office adjustments.

4.2

Report recommendations	<p>The current Geneva Regional Office (GRO) and Private Sector Division (PSD) functions relating to National Committees should be integrated and reprofiled into a single "One Stop Shop" for support to National Committees (page 39).</p> <p>The "non-strategic" functions of the cards and products business in the current PSD should be rationalized to improve cost-efficiency and expand the brand's reach through wider distribution channels (page 39).</p> <p>UNICEF should develop greater strategic clarity and coherence in its multifaceted engagement with civil society, with particular emphasis on identifying opportunities for multi-sectoral partnerships (Government, civil society and private sector) (page 37).</p>
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Rationale	<p>An unclear division of management and support responsibilities between GRO and PSD has led to insufficient coordination between UNICEF and National Committees and frequent gaps and overlaps in support delivered to National Committees. The integration of GRO and PSD is supported by the National Committees.</p> <p>The transactional and production aspects of the greeting cards and gift business can be outsourced to save costs and refocus management attention on strategic aspects of the business.</p> <p>The role of civil society as agents for change at both the global and national levels continues to grow in prominence, and there is a need to more proactively and systematically engage with leading civil society organizations on a common advocacy and programming agenda.</p>
Current status and next steps	<p>GRO/PSD have been operating under a single Director since mid-2006. Formal integration of functions to produce greater synergies is proposed in the support budget.</p> <p>Options for sourcing significant elements of card and product design, market testing, procurement, logistics, distribution and warehousing from third parties are being actively reviewed.</p> <p>UNICEF proposes to establish a new Associate Director of Partnerships overseeing private sector engagement, corporate social responsibility and civil society partnerships.</p>
Impact on presence at the country and regional levels	<p>Better coordination creating greater organizational coherence.</p>
Timeframe	<p>2008</p>
2008-2009 support budget implications	<p>The support budget proposal will include a minimal additional provision to strengthen partnerships and advocacy for children.</p>
4.3	
Report recommendation	<p>UNICEF should maintain presence in New York, Tokyo, and Brussels, but achieve greater strategic alignment through an integrated management of its distributed presence. The capacity in Brussels should be strengthened to engage more effectively with the European Union on advocacy and fund-raising goals (page 40).</p>
Rationale	<p>Integrating the Tokyo and the Brussels Offices with the current Programme Funding Office (PFO) will bring greater coherence to government and intergovernmental fund-raising efforts.</p>

Current status and next steps	A reporting structure has been proposed to provide greater strategic alignment of PFO New York, Brussels and Tokyo.
Impact on presence at the country and regional levels	More effective resource mobilization and communications through improved strategic coordination and responsive relationships.
Timeframe	2008
2008-2009 support budget implications	The support budget proposal will include provision for the strengthening and integration of a Public Alliances and Resource Mobilization Office (PARMO) (formerly PFO).
4.4	
Report recommendation	Bring greater coherence in the strategic approaches employed by UNICEF and National Committees through integrated planning of their complementary roles in donor countries (page 40).
Rationale	UNICEF work in “donor” countries involves interaction with a wide range of stakeholders, including citizens, civil society organizations, private corporations and Governments, in pursuit of multiple resource mobilization and advocacy objectives. Currently, the management of these relationships overlaps among several units of the organization, with limited integration of efforts.
Current status and next steps	Tools and methodologies are being developed to advance integrated planning and collaboration with the National Committees with respect to donor countries.
Impact on presence at the country and regional levels	More effective fundraising and advocacy efforts and better utilization of the multiple competencies of the National Committees.
Timeframe	Implemented during the 2008-2009 biennium.
2008-2009 support budget implications	None.
4.5	
Report recommendation	Develop a comprehensive range of fundraising packages built around portfolios of critical programme and advocacy interventions, building on the recent success of thematic funding (pages 40 and 41).

Rationale	As UNICEF shifts to a business model that targets systemic change rather than projects, flexible core resources will be needed to support investments in “upstream” activities such as advocacy, policy analysis, evaluation design and capacity building. Effective fundraising packages can secure resources for the critical upstream elements that underpin the more tangible service delivery components.
Current status and next steps	The development of these fund-raising packages is part of the PARMO workplan, supported by the Programme Group and regional offices.
Impact on presence at the country and regional levels	Flexible resources for country programmes, allowing work to be undertaken at project, sectoral and “upstream” levels.
Timeframe	Over the 2008-2009 biennium
2008-2009 support budget implications	None.
Shift V	Manage for performance
5.1	
Report recommendation	UNICEF should establish a dedicated Field Support Unit to be the first “port of call” for regional offices and provide the needed coordination, support and oversight to foster greater collaboration and coherence between headquarters and the field (page 41).
Rationale	While beneficial in many aspects, decentralization has also had some unintended consequences. The global stature of the organization has somewhat weakened, with individual regions not acting as a coherent whole. In order to meaningfully contribute to the process of “Delivering as One United Nations,” the organization must deliver as one UNICEF.
Current status and next steps	The support budget proposes a Field Support Coordination Office reporting to the Deputy Executive Director for Management.
Impact on presence at the country and regional levels	<ul style="list-style-type: none"> • Enhanced support to the field. • Cross-regional strategic coherence
Timeframe	2008
2008-2009 support budget implications	The support budget proposal will include a provision to establish a Field Support Coordination Office.
5.2	
Report recommendation	The organization should urgently investigate options to simplify business processes and quickly take action on areas of highest opportunity (pages 41 and 42).

Rationale	Process redundancies, proliferation of guidelines and instructions, and burdensome reporting and compliance requirements have accounted for an increasing share of staff time and have impaired attention paid to programmatic work. Country offices in particular have expressed the urgent need to address overly complex business processes.
Current status and next steps	<p>The business processes review and simplification is a top priority and work has already started on this. In parallel with the Organizational Review, UNICEF carried out a separate business process review which has identified opportunities for simplification of several key processes, including travel, recruitment, procurement, logistics and local collaboration with non-governmental organizations. Currently, preparation includes several task forces with members from headquarters, country and regional levels, as well as the development of standard operating procedures and templates anticipated to be launched in 2008 in conjunction with regional workshops to ensure successful implementation of the simplified business processes during the next biennium.</p> <p>For instance, efforts in human resources have resulted in a number of enhanced and streamlined business processes. In the area of recruitment one of the key priorities is the decentralization of recruitment of P1-P3 staff to the regional offices. The establishment of Appointment and Placement Committees (APC) at all regional offices, to manage the recruitment of P1-P3 staff, is currently underway and is foreseen to be a solid support of the decentralization. Other efforts in this area include the recent launch of a virtual APC web portal on 30 July 2007. The project aims to reduce the frequency of physical, face-to-face meetings and is being run on a pilot basis at present, with continued refinement based on lessons learned over the next few months. It is planned to replicate this virtual experience to the regional offices as soon as feasible.</p> <p>The simplification of the cost-recovery formula, approved by the Executive Board in 2006, was a business process improvement strongly supported by country offices.</p>
Impact on presence at the country and regional levels	Simplified processes will enhance the effectiveness and efficiency of programme delivery.
Timeframe	Ongoing work throughout 2008-2009 biennium.
2008-2009 support budget implications	The support budget proposal will include provision for the simplification of business processes under the Change Management Unit (see section 5.9 below).
5.3	
Report recommendations	<p>Reprofile the human resources management function to address gaps in human resources human resources planning, as well as talent identification, assessment and deployment. A robust competency framework should serve as the foundation to these changes (page 43).</p> <p>UNICEF should invest in more effective recruitment and development of its young talent pool (page 45).</p>

Rationale	<p>As the role and work of UNICEF become more strategic and knowledge-intensive, there is a need to invest in and significantly improve its staff capacities – and create the conditions and incentives to better utilize staff talents. Both the strategic review of human resources and the Organizational Review independently came to the same conclusions that UNICEF needs to strengthen its capacity in strategic human resources planning, learning, talent identification and proactive sourcing and recruitment to ensure that UNICEF has the most competent and skilled staff to perform its role as the global leader for children.</p>
Current status and next steps	<p>The implementation of the proposed structure of Human Resources specific to recruitment and staffing provides a shift from geographical to functional sourcing, building into this concept succession management and internal cross-sectional mobility. This is consistent with the efforts currently underway to streamline and delegate part of the recruitment process to the regional level.</p> <p>The current staff rotation process is being integrated with systematic vacancy management to ensure forecasting and planning with a view to continuous mobility and succession management. The next anticipated step in this regard is to increasingly link vacancy management with the country programme cycles as well as to improve transitions of leadership.</p> <p>The systematic rotation of Representatives' appointments has been implemented during the last two years and UNICEF is working to more effectively link rotation to appropriate points in the country programme cycles.</p> <p>Recognizing the need for targeted and managed talent sourcing and development, additional funds have been allocated for 2008-2009 biennium to develop the New and Emerging Talent Initiative (NETI) to identify and recruit a higher-quality talent pool. Currently Human Resources is preparing to jumpstart the launch of NETI in the fourth quarter of 2007 through piloting of selected development opportunities for identified talent.</p> <p>In the area of performance management, work is ongoing to ensure that UNICEF performance assessment and staff development are rooted in required competencies, which are clearly demarked in accordance with individual as well as organizational needs. Specifically, efforts are made to update and redesign the Performance Appraisal System and integrate it with other key human resources systems including e-recruitment. Consistent with this, the UNICEF competency framework will be revisited and updated in 2008 in order to make it more relevant.</p> <p>Significant progress has been made towards achieving gender parity over the last two years – as discussed at the Executive Board's annual session of 2007.</p>

Impact on presence at the country and regional levels	The effective sourcing, recruitment and development of competent staff will improve operations at all levels of the organization. Delegation and streamlining of the recruitment process to the regional level and the ability to strategically deploy staff according to country offices' capacities and needs render a direct efficiency impact.
Timeframe	Many of these improvements began in 2007 with further progress to be made in the coming 2008-2009 biennium.
2008-2009 support budget implications	The support budget proposal will include an additional allocation for identification and nurturing of young talent.
5.4	
Report recommendation	Develop a comprehensive and adequately resourced training and staff development strategy based on desired results and required competencies (page 45).
Rationale	See section 5.3 above
Current status and next steps	In line with the role of DHR as a strategic business partner to meet the emerging organizational needs, the UNICEF Global Learning Curriculum is being revamped to better deliver on staff competencies clearly linked to the organizational priorities to ensure mandate delivery. Learning is organized around three sets of interrelated curricula: (a) excellence in programming for children to achieve the MTSP targets; (b) leadership and development; and (c) management excellence.
Impact on presence at the country and regional levels	<ul style="list-style-type: none"> • More funds available for regional and country office learning and training initiatives. • Improved quality of training to produce the needed shift in skills, analysis and leadership. • Training curriculum tailored to capacity needs of country offices.
Timeframe	Many of these improvements began in 2007 with further initiatives in the 2008-2009 biennium.
2008-2009 support budget implications	The support budget proposal will include additional resources for training and learning.
5.5	
Report recommendations	<p>The Evaluation and Audit staff should be co-located in a way that enhances both professional functions. Going forward, auditors should continue to focus on risk management and compliance assurance. Evaluation staff should continue to extract lessons for programme and functional effectiveness. The two disciplines, however, should invest in joint and complementary tools and mechanisms for ensuring and informing institutional performance (page 45).</p> <p>Develop a risk management framework to inform the risk focus of audits and other risk assurance functions – and reduce the burdensome aspects without compromising the fiscal integrity and reputation of UNICEF (page 45).</p>

Rationale	Today, instead of synergy there is significant overlap and gaps between Audit and Evaluation in the area of programme audit. Both internal audit and evaluation are resources to help UNICEF meet its accountabilities as an agency of public trust. Joint tools and mechanisms will enhance coherence and quality of learning, while maintaining the distinctiveness of each functional expertise.
Current status and next steps	<p>Work is currently underway between the two offices to relocate and systematically identify overlaps and synergy, including the design of a joint work programme and sharing of expertise. A new product (Programme Effectiveness Assessment) is also being jointly designed and piloted. UNICEF is reviewing structural design of audit and evaluation functions within sister United Nations agencies.</p> <p>A strategic risk framework is being developed. Steps are underway to improve the internal audit process – and ensure that its findings are developed and presented in a way that communicates their relevance and value.</p>
Impact on presence at the country and regional levels	Improved programme effectiveness and operational efficiency resulting from coherent audit and evaluation functions.
Timeframe	Partial co-location has already taken place. Joint work on developing tools for programme effectiveness assessment has begun and work to further integrate joint planning is continuing.
2008-2009 support budget implications	The support budget proposal will include additional allocations to strengthen the Office of Internal Audit for investigations and the Evaluation Office to enhance joint programme effectiveness assessments and quality reporting.
5.6	
Report recommendation	UNICEF should strengthen the global strategy and resource policy functions to bring greater coherence and strategic integration to the management of the organization and the preparation of the budget (page 46).

Rationale	Traditionally UNICEF has focused on the short- to medium-term time horizons, without dedicated capacity for early recognition of longer-term transformational shifts in the external environment. It is important to have a comprehensive view of the sources and uses of the organization's various income streams to cost strategic proposals and analyze investment tradeoffs.
Current status and next steps	UNICEF proposes the establishment of two Principal Advisors (Global Strategy and Resource Policy) within the Office of the Executive Director.
Impact on presence at the country and regional levels	Greater clarity in strategic guidance and resource allocation priorities from headquarters to the field.
Timeframe	2008
2008-2009 support budget implications	The support budget proposal will include funding proposal for these two functions.
5.7	
Report recommendation	UNICEF should develop and implement results management "dashboards" that capture a select set of critical indicators for each aspect of the results chain, including UNICEF inputs, outputs, intermediate milestones and outcomes for children (page 46).
Rationale	There is still much progress to be made in managing for results. While the organization tracks an extremely large (and growing) set of metrics and indicators, many of these indicators lack clear decision relevance and do not provide a foundation for management discussion. Tracking such a large roster of metrics imposes a significant burden on field offices but provides little value in return.
Current status and next steps	Development of user-friendly management dashboards will begin early 2008 with the aim of institutionalizing the use of such tools during the coming biennium.
Impact on presence at the country and regional levels	Refined results management tools will enhance decision-making at country level and improve adaptive management and programme effectiveness.
Timeframe	Throughout the 2008-2009 biennium.
2008-2009 support budget implications	The support budget proposal will include some funding to Policy and Practice and the Change Management Unit.
5.8	
Report recommendation	Define, communicate and implement a revised structure of accountabilities for the global organization reflecting the refined strategies focus of the organization (page 47).

Rationale	The current accountability framework was established nearly 10 years ago. It needs to be updated to reflect current realities and changes coming out of the Organizational Review.
Current status and next steps	A team will be established to revise the current accountability framework to update the 1998 Executive Board paper.
Impact on presence at the country and regional levels	Further clarity of roles and strengthening of the country programme approach and the decentralized structure of UNICEF.
Timeframe	Work will be undertaken throughout the coming biennium.
2008-2009 support budget implications	The support budget proposal will include funding for the Change Management Unit.
5.9	
Report recommendation	Establish and resource a dedicated implementation/change management unit for an initial period of 18 months (page 47).
Rationale	While the change management team should not directly manage the implementation of every strategic shift outlined above, it is a pivotal resource in driving and coordinating the various change efforts throughout the organization, monitoring progress and recommending adaptations as required.
Current status and next steps	This unit was established in May 2007.
Impact on presence at the country and regional levels	Support, guidance and follow-up to the field on implementation of the change management recommendations.
Timeframe	Established May 2007. Work is ongoing.
2008-2009 support budget implications	The support budget will include additional resources for this unit for the 2008-2009 biennium.