

## STRATEGIC HUMAN RESOURCES

We have been exploring the best ways to support the talented women and men of UNFPA, working closely with staff representatives.

A review of our human resources strategy called for change. An updated approach with an emphasis on skills is now in line with the UNFPA Strategic Plan 2008-2011. In this plan, explicit links between actions and results make staff contributions clear. A line of sight can be drawn from individual annual performance plans (PAD) to office management plans (OMP) to the UNFPA Strategic Plan.

The aim is to build capacity. Our most valuable resource is a global team prepared to meet the challenges ahead. We are making sure that staff possess the skills they need. We are taking steps to re-train and re-equip existing staff and identify any needs for further certification. Staff learning and training opportunities are being expanded. Competencies required for new staff are being revised.

Our human resources strategy focuses on:

- Career management with career planning, performance management and staff development;
- Policies on staff vacancy management, rotation and recruitment and simplified contractual mechanisms;
- Improvements in managerial capacities, plus mechanisms for conflict resolution and staff management relations;
- Policies on staff welfare matters such as work/life balance, HIV/AIDS and security;
- Grooming of young staff to take on increased responsibilities.

UNFPA has upgraded security management capacity and structure. We work to ensure that our country offices comply with the United Nations' operational security standards. We coordinate with the United Nations Department for Safety and Security and other United Nations organizations.

## HIGH ETHICAL STANDARDS

The UNFPA Ethics Office is charged with ensuring the highest ethical standards among staff and for the organization.

We aim to avoid unethical behaviour by any UNFPA staff, and will take swift action on any such substantiated behaviour.

- We have an anti-fraud policy. A confidential fraud hotline is available on the UNFPA website;
- There is a system in place for managing complaints. Whistleblowers are protected against retaliation if they report misconduct;
- Senior staff are required to make financial disclosure statements, as are staff involved in procurement and financial management;
- All staff complete a course on harassment, sexual harassment and abuse of authority. Staff are introduced to these issues, fraud, and the code of conduct on the CD Welcome to UNFPA;
- Our policies reflect zero tolerance for sexual exploitation and abuse of authority;
- An independent Ethics Advisor is always on call.

UNFPA collaborates closely with the Ethics Offices of the United Nations Secretariat. We coordinate our approaches and exchange information with the United Nations system.

For documents, see the UNFPA website:  
[www.unfpa.org/about/direction.html](http://www.unfpa.org/about/direction.html)

UNFPA Strategic Plan  
UNFPA Accountability Framework  
UNFPA Oversight Policy  
UNFPA Results-based Biennial Support Budget  
UNFPA Mission  
ICPD Programme of Action  
UN Code of Conduct for International Civil Servants

### UNFPA Mission

UNFPA, the United Nations Population Fund, is an international development agency that promotes the right of every woman, man and child to enjoy a life of health and equal opportunity. UNFPA supports countries in using population data for policies and programmes to reduce poverty and to ensure that every pregnancy is wanted, every birth is safe, every young person is free of HIV/AIDS, and every girl and woman is treated with dignity and respect.

UNFPA—because everyone counts



United Nations Population Fund  
220 East 42<sup>nd</sup> Street  
New York, NY 10017 USA  
[www.unfpa.org](http://www.unfpa.org)

© UNFPA 2009



## MAJOR MANAGEMENT INITIATIVES

UNFPA is committed to accelerating progress towards achieving the Millennium Development Goals and the International Conference on Population and Development Programme of Action. We are committed to accountability for results. For UNFPA effective management is the foundation for organizational excellence.

UNFPA, the United Nations Population Fund, is making changes. Over the past few years, they add up to a major management initiative. The main building blocks of management and administration are in place. We're already seeing the benefits:

- The introduction of results-based management promotes more effective and efficient ways of working. So does closer cooperation with our partners in United Nations reform.
- New practices in monitoring, evaluation and reporting are improving accountability. Performance management across all levels and categories is also benefiting from the use of new tools such as the balanced scorecard and the performance appraisal and development system.
- Results-based budgeting explicitly links funds expended to results achieved.
- We have enhanced financial management by applying International Public Sector Accounting Standards and introducing the "best practice" Peoplesoft software of Enterprise Resource Planning, called Atlas.
- Oversight is robust with internal and external audits and an independent Audit Advisory Committee in place.
- Tighter controls are in place to prevent fraud, especially in procurement. We promote high ethical standards and act quickly if problems arise.
- Stronger policies are in place to protect staff from abuse of authority and retaliation. More opportunities for learning and training are helping to build new skills needed in a changing environment.

Great strides have been made at UNFPA, and we continue to improve. We seek more integrated systems that unify our staff worldwide. We support and promote coordination and harmonization within the United Nations system.

## COMMITTED TO ACCOUNTABILITY

UNFPA is committed to accountability within our organization and in all our operations and partnerships.

Accountability is a process that holds us to promises as an organization and as individuals. It is based on agreed goals, rules and standards. The process includes fair and accurate reporting on performance results within our mandated roles and plans. It is enhanced by our increasing use of results-based management, which so clearly shows how funds are used to achieve development results.

As an international development agency, we are responsible for our decisions and actions, for stewardship of public funds and for our performance. We are accountable for achieving the results specified in the UNFPA Strategic Plan 2008-2011. In the Management Results Framework, the strategic plan targets results in nine areas:

- Results-based management;
- High-quality programme delivery;
- Motivated and capable staff;
- Partnerships to advance the International Conference on Population and Development (ICPD) agenda;
- Leadership in United Nations reform;
- Accountability for results;
- Sustainable resources;
- Stewardship of resources;
- A stronger field focus.

UNFPA senior management is accountable to the Executive Board, which in turn is accountable to the Economic and Social Council and the General Assembly. Within UNFPA, all staff are accountable for their performance.



## COMPREHENSIVE OVERSIGHT

Oversight fosters good governance, accountability and transparency. Oversight activities by internal and external bodies ensure that UNFPA:

- Acts in accordance with United Nations legislative mandate and policies;
- Accounts for funds and uses them wisely;
- Avoids overlap, duplication or inefficiency;
- Adheres to internal standards of professionalism and ethics;
- Proactively manages risks;
- Achieves results.

There are three main elements of oversight. First, an accountability framework and oversight policy holds management responsible for the efficiency and effectiveness of our programmes. Second, each business unit implements oversight processes. The third element is our assurance system, which is comprehensive, rigorous, transparent and based on best practices. It includes several important functions:

- Internal audit, investigation and independent evaluation tell us if our processes, structures and controls are working properly;
- The Audit Advisory Committee assists the Executive Director in fulfilling her oversight responsibilities;
- The United Nations Board of Auditors carries out independent external audits of UNFPA and certifies our financial statements.

## SYSTEMS TO MANAGE RISK

UNFPA is taking action to identify, manage and mitigate risk. Like all organizations, we are exposed to risks and events with unwanted consequences. UNFPA has carried out a fund-wide successful anti-fraud initiative that heightened our awareness and understanding of fraud and unethical behavior. This has contributed to a stronger response. We have adopted a risk-based approach to oversight, in particular for internal audit, and we are introducing a systematic approach known as Enterprise Risk Management.

## RESULTS-BASED APPROACH

UNFPA is adopting a results-based approach in line with United Nations reform. Many elements are already in operation:

- The UNFPA Strategic Plan 2008-2011 links each aspect of our work to the specific result we aim to achieve;
- Results-based management ensures that our processes, products and services contribute to the achievement of our desired results and performance indicators;
- Results-based budgeting links resource requirements to expected results. It creates a more transparent budget for better accountability. The results-based biennial support budget links each expense to a specific management output in the strategic plan;
- Our resource allocation system assists us in allocating funds for countries. Decisions are based on how far countries are from achieving the ICPD goals;
- Office management plans align each unit's work to the entire organization's plan, define unit priorities, anchor individual work plans, and monitor results;
- An innovative and robust personal performance planning and assessment system assesses how well staff contribute to UNFPA priorities and supports training and advancement;
- A balanced scorecard tool tracks priorities in the context of the Strategic Plan results.