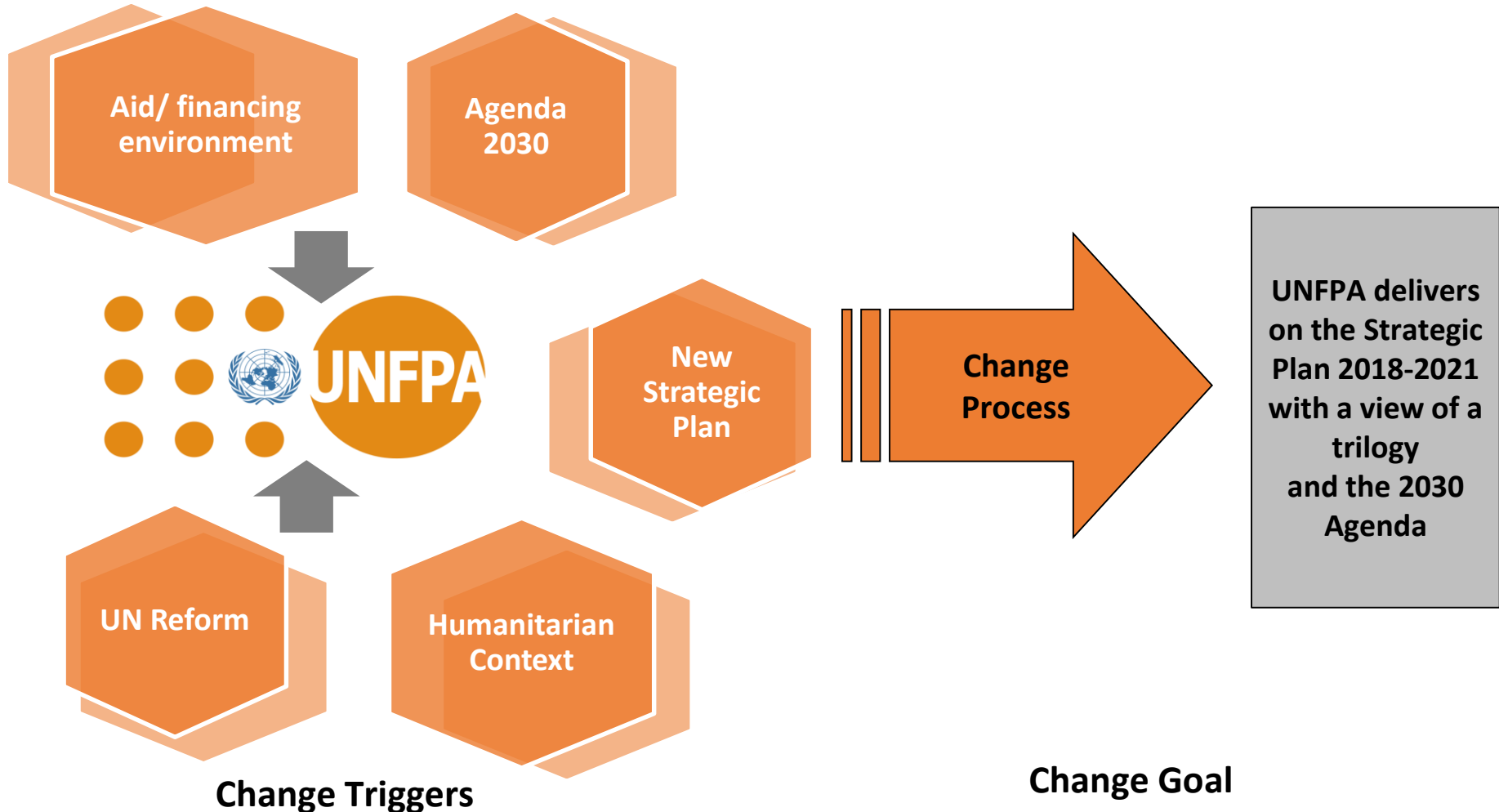

Comprehensive Change Process

Progress Update to the Executive Board

March, 2019

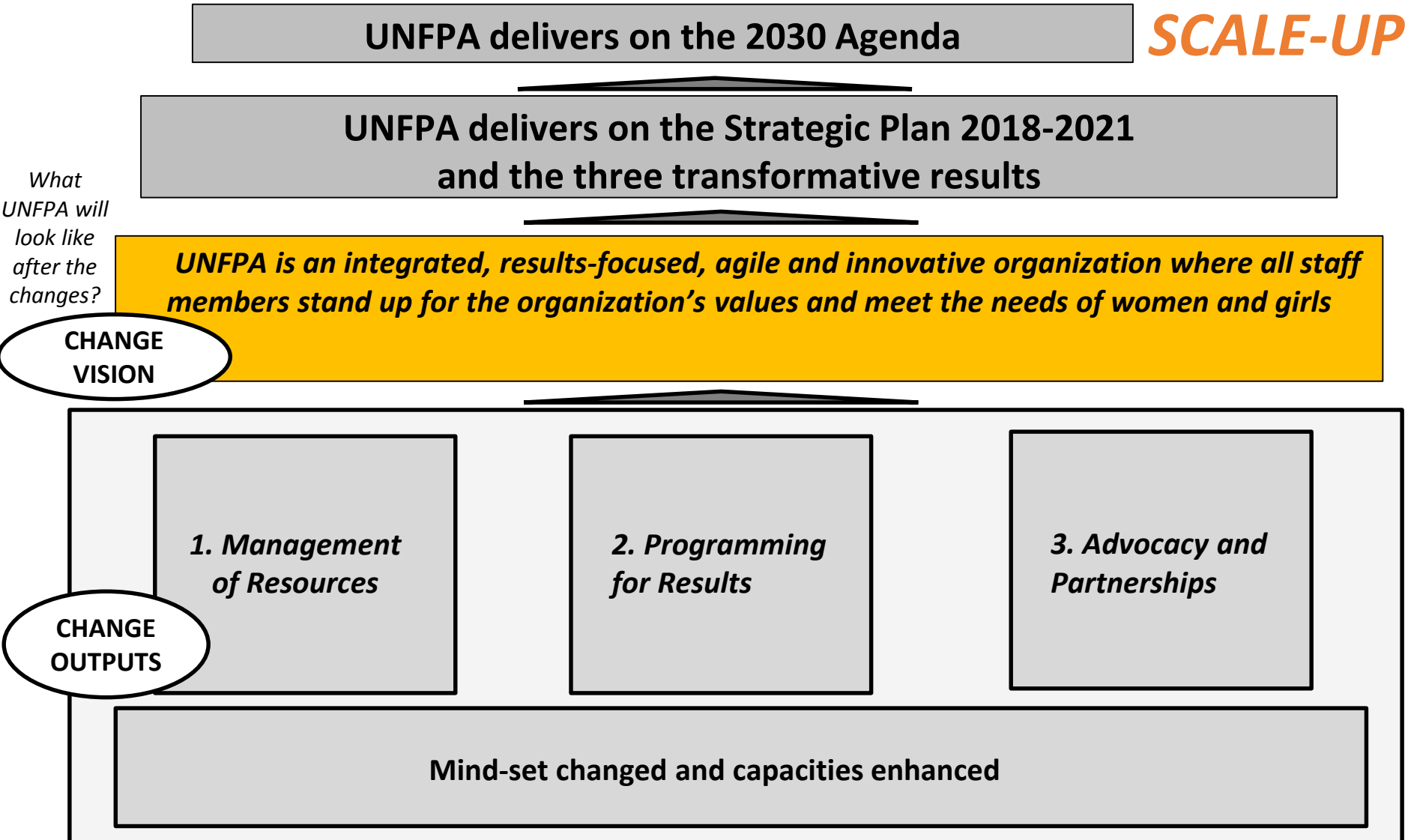
CHANGE TRIGGERS

“Old ways of doing business or holding status quo expectations cannot serve the ever-changing UN context”



COMPREHENSIVE CHANGE PROCESS

Theory of change



COMPREHENSIVE CHANGE PROCESS

UNFPA is an integrated, results-focused, agile and innovative organization where all staff members stand up for the organization's values and meet the needs of women and girls

Management of Resources

Pooling of HQ Administrative and Finance

Regional Operations Shared Services Center (ROSSC)

Travel

Optimizing Management of Core and Non-core Resources

Programming for Results

Field-focused Technical Services

Policy and Strategy Division

Strategic Repositioning in Intergov. and Multilateral Affairs

Humanitarian Response Architecture

Strengthening Supply Chain Management

Aligning HQ-ROs-COs

Advocacy and Partnerships

Structured Funding Dialogues

Boosting Advocacy

Scaling Partnerships

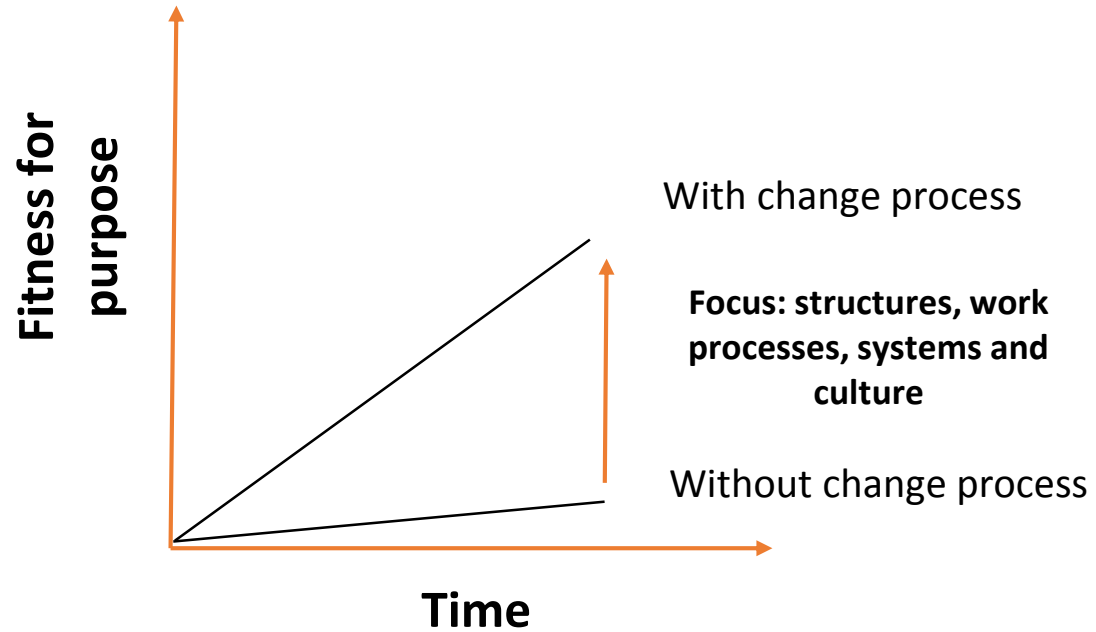
Reviewing Liaison Offices Architecture

Cross-cutting Initiatives: UN Reform and Information and Communications Technology (ICT) Transformation

CHANGE FOUNDATION: Building the Work Culture We Need and Want

COMPREHENSIVE CHANGE PROCESS

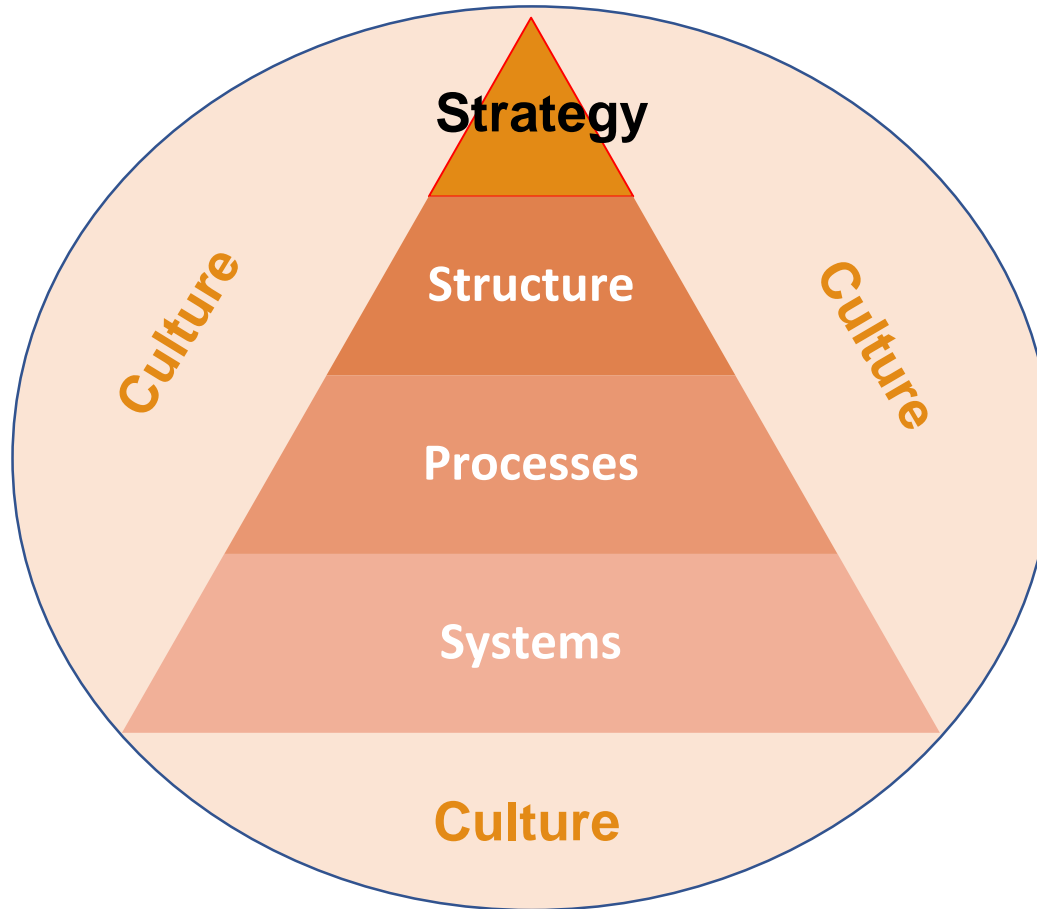
Investment on corporate capacities



CHANGE IMPACT

Aligning the business model with the strategy

AREAS:



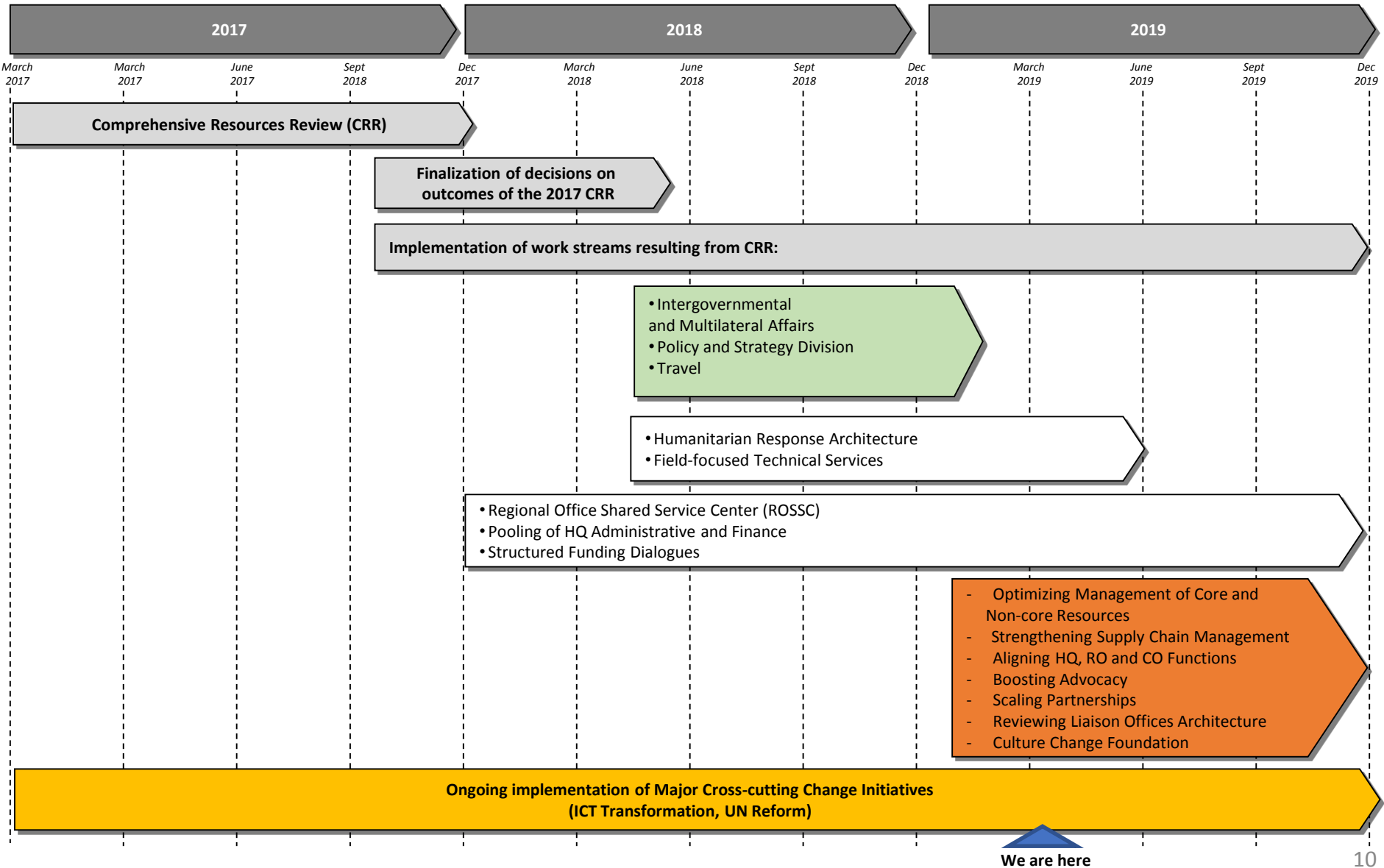
COMPREHENSIVE CHANGE PROCESS

- Updates



COMPREHENSIVE CHANGE PROCESS

Timeline Overview



COMPREHENSIVE CHANGE PROCESS

Actions to Date

Intergovernmental and Multilateral Affairs

- Division of Intergovernmental and Multilateral Affairs discontinued.
- Executive Board Branch moved to the Office of the Executive Director.
- New Intergovernmental, Inter-Agency and Policy Dialogue Branch established in the Policy and Strategy Division.
- Political Advisory Group designed and ready to be convened in special contexts, as needed.

Field-focused Technical Services

- Definition of technical hubs Terms of Reference and mapping of technical staff completed.
- Virtual hubs (i.e. ageing, financing for development) established and functioning.
- Identification of 11 positions to be relocated to the field and revision of Terms of Reference.
- Redeployment of posts to be completed in 2019.

COMPREHENSIVE CHANGE PROCESS

Actions to Date

Policy and Strategy Division (formerly Programme Division)

Programme Division reconfigured into a Policy and Strategy Division consisting of:

- Inter-Country Cooperation Office.
- Quality Assurance Branch, including Regional Desks.
- Policy, Strategic Information and Planning Branch.
- Intergovernmental, Inter-Agency and Policy Dialogue Branch.

Humanitarian Response Architecture

- Director recruitment being finalized.
- Terms of Reference, Organigramme and Job Descriptions for the new Office finalized.
- Lease Contract for the establishment of the Humanitarian Office in Geneva signed.

COMPREHENSIVE CHANGE PROCESS

Actions to Date

Pooling of HQ Finance/Admin Capacity

- Initial staff consultations and staff surveys undertaken.
- Preliminary list of tasks for pooling (travel, procurement, event planning, HR, etc.) developed.

Regional Operations Shared Services Center (ROSSC)

- Provision of consolidated finance, procurement and Human Resources functions to five Country Offices in Middle-Income Countries (MICs).
- Staff for ROSSC recruited.
- Finance and procurement functions activated.
- Information, Communication and Technology (ICT) function being integrated.

Travel

- Use of UN Women's Travel Management Services to procure for meetings and events optimizing costs with Daily Subsistence Allowance (DSAs).

COMPREHENSIVE CHANGE PROCESS

Actions to Date

ICT Transformation

- Analysis of the current systems and processes completed.
- Creation of the virtual data center to enable adaptive and flexible processes completed.
- Design of new Enterprise Resource Planning (ERP) to support digital processes and connect with common back office or shared service center started.
- Platform for management of Population Data, built and under preparation for deployment.

UN REFORM: Key Change Impacts

- UNFPA internal “tiger teams” on UN Reform work streams.
- UNFPA among the first to pay doubled cost-share contribution to RC system.
- Developed an internal RC engagement strategy to strengthen and reinforce partnerships with the RCs and UNCTs.
- UNFPA surpasses allocation of 15% of non-core resources to joint activities, even on the basis of pooled funding implementation.
- Terms of Reference of UNFPA Representatives will reflect the authority and leadership of the RCs principles of mutual accountability, in accordance with the revised UNDAF and MAF.
- UNFPA remains a strong proponent of common back offices. Currently outsources essential services to partner organizations, mainly UNDP. 70 % of UNFPA premises are shared with other UN agencies.
- In the Business Innovation Group, UNFPA provides the perspective of a medium-size organization and as recipient of common back office services.

More detailed info notes were already shared and two informal meetings were conducted on the UN reform and its impact on UNFPA.

CHANGE AGENDA

Relevant Achievements/Progress to Date

- ✓ Streamlined structures at headquarters to better respond to country offices' and partners' needs.
- ✓ Corporate architecture reviewed to support intergovernmental processes linked to programme delivery: deeper nexus between the normative role, the Strategic Plan implementation and the SDGs.
- ✓ Institutionalization and expansion of good/innovative practices: Humanitarian Office, Inter-Country Cooperation.
- ✓ More agile and integrated mechanisms to support programme implementation: Regional Operations Shared Services Center and a new Enterprise Resource Planning (ERP).
- ✓ Change and forward-looking approach consolidated as an integral part of the organizational life with clear focus on integration, innovation, agility and results to better address countries' needs.



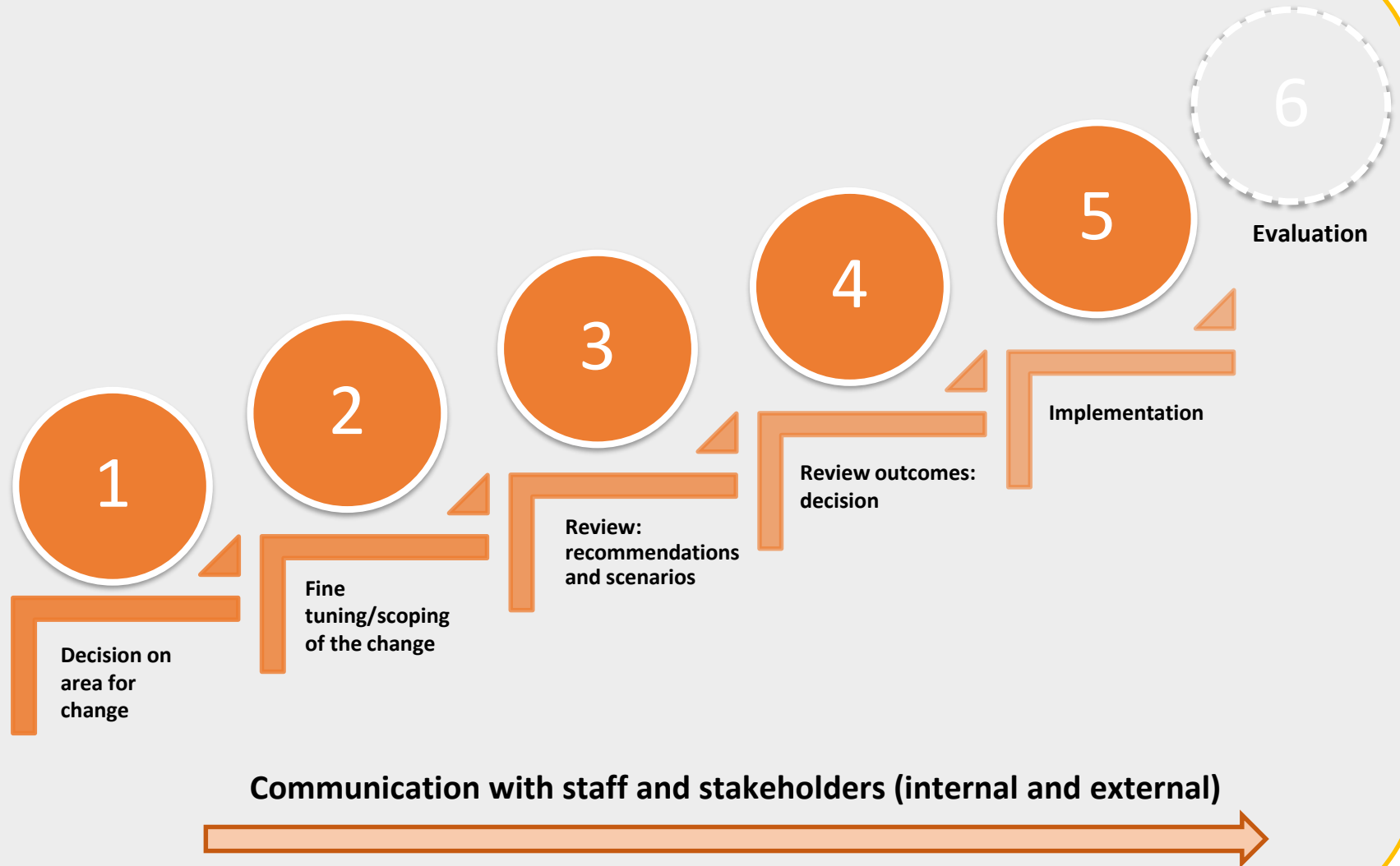
CHANGE AGENDA

What is Next?

- Strengthening Supply Chain Management
- Optimizing Management of Core and Non-core Resources
- Scaling-up Partnerships
- Boosting Advocacy
- HQ-RO-CO Alignment
- Reviewing Liaison Offices Architecture

**Foundation: Building the culture we need
and want**

CHANGE PROCESSES FLOW CHART





Capacity of “Future-Making”



THANK YOU

