

# FIELD SUPPORT UPDATE

An Update from the Department of Field Support - August 2016

## MESSAGE FROM ATUL KHARE

Since its establishment in 2007, DFS has demonstrated its commitment to innovate, deliver and improve. Today, our nearly 15,000 UN Field Support colleagues provide essential services in 36 missions, on four continents, in thirty countries. Of the UN's roughly \$12 billion budget, the missions we support account for over 75%. Of the UN's 40,000 civilian staff, 55% work in the field. Of the UN's \$3 billion annual procurement spending, 85% is for missions we support. The magnitude of our responsibility is clear.

Thanks in large part to your sterling work, UN peace operations have proven highly adaptable and contributed significantly to the successful resolution of many conflicts. Increasingly, however, there is justified concern that changes in the types of conflicts may be outpacing our ability to respond. The spread of violent extremism, enduring local or regional conflicts and the growing impatience of populations for change, fuelled by technological advances, places ever greater pressure on governments and the international system.

When I returned to the UN in 2015, it was because I believe in its mission, and believe that we can help make a difference for peace, stability and development. More specifically, what attracted me to DFS is that I know the work we do is essential for the UN to fulfil its goals. And, with the arrival of **ASG Lisa Buttenheim** – and her deep understanding of UN peace operations – I am confident we can achieve operational excellence in delivering the rapid, effective, efficient and responsible support solutions the UN needs. People place hope in the UN, but they also understand that we need to change how we do business, so that the UN is fit for the challenges of the 21st century. In field support, we understand that **peace operations are the heart of the UN**; that the UN needs change; and that we are capable of delivering that change.

We are significantly leaner, faster and more integrated today than we were five years ago. However, while we have come a long way, I also know that there is more work to do. Over the coming months, our task in field support is not to implement fundamental changes, but to pursue operational excellence in our core business. For me, this means focusing on three themes: clarifying the basics; consolidating reforms; and pushing the envelope wherever we can.

To achieve operational excellence, any organisation - including ours - must **be clear about the basics**: who we are as an organisation, where we are trying to go, and how we measure our progress. Early in the year, we clarified our mission and vision statements. We now need to define a clear performance framework to foster a shared understanding of progress among all staff, clients and stakeholders. The more we demonstrate accountability, the better positioned we are to advocate for delegated authority or resources.

On **consolidating reforms**, it is important that we do more to ensure ongoing reform initiatives translate into sustainable outcomes.

Key areas we need to focus on include expanding shared services to all missions, implementing Umoja and supply chain management. Ultimately, these projects must help us close the gaps in client satisfaction revealed by our Global Client Survey.

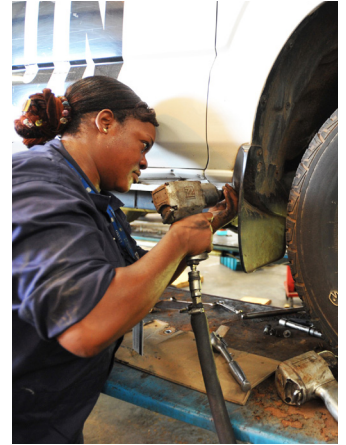
Our third theme, **pushing the envelope**, means striving for more ambitious but manageable change in the short term, particularly in areas where there is apparent need and opportunity.

Focus areas for this theme include four of our five DFS priority initiatives for 2016: environmental management, follow-up on the Report of the High-Level Independent Panel on Peace Operations (HIPPO), conduct and discipline (CDU) matters, and technology.

A particularly important concern of mine is addressing **sexual exploitation and abuse**. Let us keep in mind, though, that misconduct also extends to theft and fraud. Addressing these matters is equally critical to our success. Similarly, we must quickly deliver on our forthcoming **environmental strategy**, so that in our operations - which account for the majority of the UN's carbon footprint - we live up to the UN's responsibility and become environmental leaders.

Lisa and I know our organisation is being tested in many places. The calamities in Somalia, South Sudan and the Central African Republic try us all, and the dedication and bravery that support staff demonstrate daily is a testament to our determination. If we are **united, organized and focused**, we can help the UN meet these challenges and make a difference for millions of people. It is at times like these that people look to the UN, and at times like this that UN Field Support must shine.

Atul Khare



Field Support colleague at work in UNOCI.

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- DMS/CMS Conference 2016
- Performance Framework and Results-Based Budgets
- Environment Strategy
- Updates on recruitment, iNeed, and staff compensation
- Ending exploitation and abuse
- Global Client Survey results

## DMS/CMS CONFERENCE 2016

The 2016 DMS/CMS Conference – held from 18-20 July in New York – provided an opportunity to develop the **three focus areas in our pursuit of operational excellence**: clarifying the basics, consolidating reforms and, pushing the reform envelope where we can.

This year, more than 30 Directors and Chiefs of Mission Support contributed to broad discussions on how to deliver better services for the field, including with senior leaders from DPKO, DPA, DSS and the Department of Management (DM). To shape the conference, DMS/CMS provided extensive inputs on the agenda, key issues and solutions. Each DMS/CMS also had the opportunity to discuss specific concerns with the USG and ASG.

### KEY DECISIONS

The key measures agreed on during the Conference include:

- Introducing a core **performance framework** for field support in missions, service centres and headquarters starting in 2017/18.
- Adopting the **Environmental Strategy** and establishing a steering group on environmental issues.
- Strengthening **collaboration with the military and police**, incl. through a COE and MOU Management Review Board at HQ.
- Establishing a working group on improving our portfolio of **systems contracts**.

### OTHER TOPICS

Additional topics on the agenda ranged from the supply chain management blue print to addressing persistent human resource challenges. Discussions of particular note covered the support to security in the field; ensuring a smooth rollout of Umoja Cluster 5; and facilitating thorough and swift action on allegations of sexual abuse and exploitation.

## WHAT ARE THE PRIORITIES?

In 2016, we are focusing on **five core priorities across UN Field Support**, in addition to our support for broader UN reform efforts:

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**ENVIRONMENT**  
Using natural resources efficiently and operating at minimum environmental risk.
- 
**SUPPLY CHAIN MANAGEMENT**  
Getting the right products, to the right places, at the right times, for the right costs.
- 
**CONDUCT**  
Strengthening standards for preventing, addressing and remedying all forms of misconduct in peace operations.
- 
**TECHNOLOGY AND UMOJA**  
Implementing the expert panel recommendations on technology & innovation and realizing the potential of Umoja.
- 
**HIPPO FOLLOW-UP**  
Working with all UN Departments to streamline business processes & align responsibility, resources and authority.

## PERFORMANCE FRAMEWORK

As first signalled in the January Field Support Update, we are now ready to establish a **core framework of performance indicators for UN Field Support** to help foster a shared understanding of our progress among all staff, clients and stakeholders. Starting in 2017/18, these indicators will become part of the **results-based budget (RBB) frameworks** of mission support components, service centres and HQ divisions. Each component will be able to complement the core framework with indicators that fit its specific situation.

### KEY IDEAS AND PARAMETERS

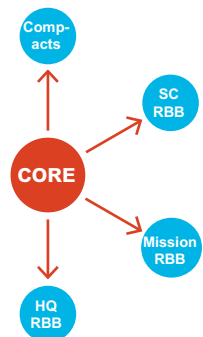
During consultations at the DMS/CMS Conference, USG Khare, ASG Bутtenheim and senior managers set out the key ideas and parameters for the new performance framework:

- The core set of indicators for RBBs will be **small**.
- Indicators will align to the **USG Compact**, reflect **stakeholder and client** expectations and show our role in **mandate success**.
- The core indicators **can be complemented** with more specific indicators for each mission, service centre or division.
- Instead of increased reporting, the framework will use **data we already have** and draw on **existing frameworks and reports**.
- There will be an **annual process** for indicator selection, target setting and review.

### BENEFITS

A concise and harmonized performance framework will yield key benefits for our support operations. First, it will help foster a **shared understanding** of support performance across our portfolio. Second, the framework will help build **stronger relations with stakeholders** through a clearer, more consistent and more relevant indicator set. Third, it offers an **opportunity to provide leadership** in improving results-based budgeting practices. Fourth, the framework will ensure **strategic alignment** between indicators and targets in the USG Compact and our main results-based budgeting frameworks.

**STRATEGIC ALIGNMENT**  
A shared set of core indicators and targets will be used across our Compacts; HQ, Service Centre and Mission RBB frameworks.



### IMPLEMENTATION AND NEXT STEPS

The new performance framework will first be applied in the **2017/18 budgets** of peacekeeping missions, service centres and headquarters divisions. Subsequently, it will be introduced to special political missions and reviewed annually.

To help build our core indicator set, managers ranked all areas of our work during the **DMS/CMS Conference** to establish in which cases RBB performance indicators are most useful. The ranking took into account each area's **mandate, financial and reputational impact**, the **USG Compact, audit observations** and DMS/CMS judgement expressed during a broad survey and workshop sessions. A **working group** will now translate those inputs into a proposal for the USG and detailed guidance for the budget process.

## ENVIRONMENT STRATEGY

The environment is a **core priority for UN Field Support** and UN Member States. As the global response to climate change accelerates, we must find ways to improve the environmental impact of our work. In 2014, for instance, the peace operations we support accounted for 55% of the UN's total carbon footprint.

In February, DFS created a section in the Office of the Under-Secretary-General to lead a global programme on environment. A new **multi-year strategy aims to help missions maximise efficiency in the use of natural resources and minimise risks** to people, societies and ecosystems. The strategy will focus on 5 key pillars:



### ENERGY

To reduce overall demand for energy through efficiencies, increase the proportion of energy produced from renewables and reduce pollution.



### WATER AND WASTEWATER

To conserve water, and reduce the level of risk to personnel, local communities and ecosystems from wastewater management practices.



### WASTE

To improve waste management, and reduce the level of risk to personnel, local communities and ecosystems from solid waste.



### WIDER IMPACT

To increase the level to which missions take into account the wider environmental impact of their deployments and attempt to deliver a positive legacy.



### ENVIRONMENTAL MANAGEMENT SYSTEM

To introduce a management model at the departmental and mission level that motivates and monitors progress on environmental performance.

At the DMS/CMS Conference in July, senior managers affirmed their support for the DFS Environment Strategy, and agreed to establish a **field advisory committee on environment**.

To accelerate its environmental work, DFS has also formed a **3-year partnership with UNEP** via the Rapid Environment and Climate Technical Assistance Facility (REACT). UNEP will provide both strategic advice to DFS HQ and technical assistance to missions across a range of areas, building on existing capacities to help our peace operations reach a 'tipping point' on environmental performance.

## GSC ENVIRONMENT CERTIFICATION

Recently, the Global Service Centre (GSC) was awarded the **ISO 14001 certification** on environmental management. The award is part of our effort to obtain ISO-certification in areas where we have achieved operational excellence. ISO 14001 is an internationally agreed environmental management standard to help organisations improve their environmental performance in waste management, resource consumption and other areas. For more info, visit [www.iso.org/iso/iso14000](http://www.iso.org/iso/iso14000).



## RECRUITMENT TIMELINES

Improving recruitment is a **priority for client satisfaction, human resource colleagues and the HIPPO reforms**. The key challenge is to reduce the time spent during each stage of the process.

### ACTUAL TIMELINE FOR ROSTER SELECTIONS



Source: hrinsight.un.org Jan-Jul 2016, excl. UNSMIL, UNDOF, UNISFA, excl. status matrix review

Between January and July 2016, for example, it took **on average 77 calendar days** (11 weeks or 55 working days) to select a candidate against a 'recruit from roster' job opening. This timeline is significantly above our targets.

Reducing recruitment timelines **requires effort from everyone**, at every step. Currently, most delays occur in the **review of candidates** by hiring managers and the **sign-off** by heads of office in inspira. Together, they account for **90% of the time spent** on selections.

To assist hiring managers, DFS/FPD will provide additional training and support. Missions with long timelines and high vacancy rates are priorities. Managers who want more info should **contact the Chief HR Officer** to arrange training with FPD. We are also working with OHRM to further streamline the recruitment process and provide more analytical support to HR teams in the field.

### USE IN NEED FOR RSCE REQUESTS

To make it easier for RSCE clients to submit and track service requests, the RSCE offers the iNeed application at [ineedservice.un.org](http://ineedservice.un.org). When submitting a request, clients can choose from the a service catalogue. Each request receives a tracking number and is routed to a service representative for action. The RSCE's target is to respond to all requests within 2 working days and resolve them within 5 working days. From January to June 2016, the RSCE was able to resolve or close 77% of requests within 5 working days. iNeed increases transparency, efficiency and accountability compared to calls or emails requests. **Make sure to use [ineedservice.un.org](http://ineedservice.un.org) for all your RSCE queries.**



### NEW STAFF COMPENSATION PACKAGE

The new compensation package for staff in the Professional category changed in July, following recommendations of the International Civil Service Commission adopted by the General Assembly in December 2015. For more information, including a salary calculator, **visit [commonsystm.org/cr](http://commonsystm.org/cr)**

### UPDATE ON UMOJA CLUSTER 5

Over 33,000 UN staff across the globe are now using Umoja. While the system is still a work in progress, Umoja will dramatically improve the way we manage our resources once fully implemented. The next phase, **Umoja "Cluster 5", will start on 1 November 2016** and add HR / payroll functions for national and individual uniformed personnel. Visit [umoja.un.org/content/dfs](http://umoja.un.org/content/dfs) to keep up with key info.

## ENDING EXPLOITATION & ABUSE

In the last 4 years, and particularly over the last 2 years, the UN as a whole has worked to **further intensify the approach to preventing and responding to sexual exploitation and abuse (SEA)**. In his last two reports to the General Assembly (A/69/669 and A/70/729), the Secretary-General introduced an enhanced programme of action which includes wide-ranging initiatives on prevention, response and victim assistance. The General Assembly Resolution A/RES/70/286, on cross-cutting issues, reaffirmed the commitment of Member States and the Organisation to fully implement the initiatives and the UN policy of zero tolerance of SEA. We have been working steadily to implement these initiatives in our missions.



### REPORTING

Significantly, the decision of the Secretary-General to provide **country-specific information on SEA** in his report to the General Assembly has led to increased transparency. DFS has also started publishing the same information on the CDU [website](http://www.cdu.unlb.org) [cdu.unlb.org](http://www.cdu.unlb.org).

### PREVENTION

In the area of prevention, for the first time, we are now also **vetting all members of military contingents and formed police units (FPUs)** for histories of prior misconduct in UN peacekeeping, along with all other categories of personnel. We are seeing Member States adopt best practices in line with the Secretary-General's heightened expectations. For example, TCCs are also more quickly appointing **national investigation officers**, at times within one day, and are concluding investigations more rapidly – in one case going from SEA report to sanction in less than three months. One Member State even intends to incorporate a recent SEA incident as a case study in its **pre-deployment training** syllabus on SEA.

### INTER-AGENCY COORDINATION

Since the appointment of Jane Holl-Lute as Special Coordinator on Improving United Nations Response to Sexual Exploitation and Abuse in March 2016, inter-agency partnerships have been strengthened in all areas. Specifically, UN partners are drafting protocols and preparing tools and guidance for a **system-wide, harmonized approach** to addressing SEA.

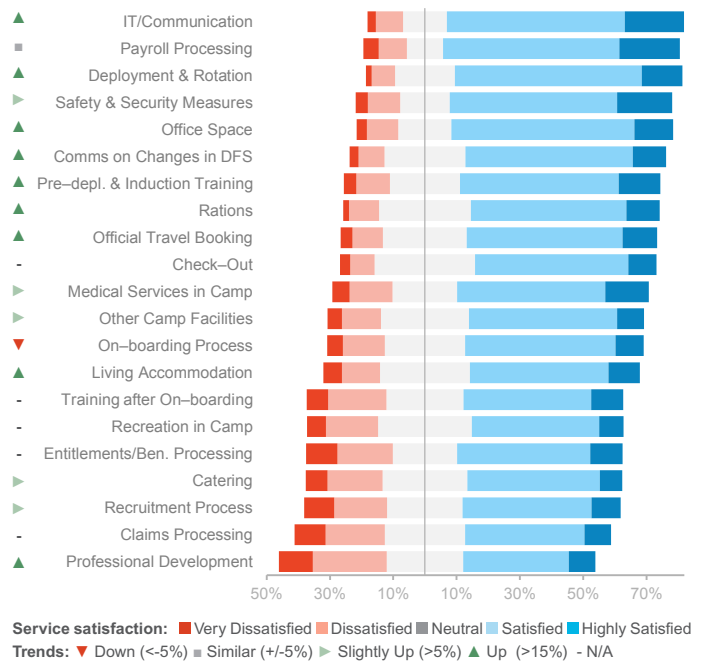
### RESPONSIBILITY OF TROOP- AND POLICE CONTRIBUTORS

Another key development has been the Security Council's adoption of resolution 2272 on 11 March 2016, which addresses SEA by peacekeepers deployed under Security Council mandates. The resolution focuses primarily on military personnel and members of FPUs serving in peacekeeping missions, the **responsibility of TCCs** to investigate allegations of SEA, and for TCC/PCCs to hold their personnel accountable, including for criminal conduct. The resolution also calls for a decision by the Secretary-General to **repatriate** a unit where there is credible evidence of "widespread or systemic sexual exploitation and abuse." Guidance on the implementation of the resolution has recently been finalized and issued to the President of the Security Council. The guidance considers the elements that may lead to the repatriation of a contingent, or a component of a contingent.

## GLOBAL CLIENT SURVEY 2016

The results of our 4th Global Client Survey have been published. This annual satisfaction survey for civilian and uniformed personnel in all field missions is part of our commitment to continuous improvement in rapid, effective, efficient and responsible service delivery.

This year, more than **6,900 respondents** completed the survey, an increase of 58% over last year. Compared to 2015, client satisfaction has slightly improved. Overall, **65% of clients are satisfied or very satisfied with our field support services**, compared to 15% who hold a neutral opinion and 20% who are dissatisfied.



Satisfaction with many of our services has improved. The share of satisfied clients is highest for ICT, payroll and uniformed deployment and rotation. It was lowest for professional development, claims processing and the recruitment process. Satisfaction with **shared services** has further improved as well.

To ensure the survey insights translate into action, the USG shared the results with the DFS Client Advisory Board, Heads of Mission and their leadership teams, DPKO, DPA and all staff. DFS HQ divisions and mission teams are working on action plans for services that are most important to clients and where satisfaction is low.

For more info and detailed results for each mission or service, please visit [am.cosmos.dfs.un.org/DFS/globalclientsurvey](http://am.cosmos.dfs.un.org/DFS/globalclientsurvey)

### CLIENT ORIENTATION AND YOUR EPAS

The Global Client Survey showed how important client orientation is in UN Field Support. Helping our clients succeed is at the heart of our mission. Every day creates opportunities to show our clients that their needs are our priority. To demonstrate our commitment to fostering client orientation, field support staff must from now on include the **core competency 'client orientation'** when designing their **2016/17 performance documents (ePAS)**. Staff interested in training should start with course LMS1618 on [inspira.un.org](http://inspira.un.org)

