

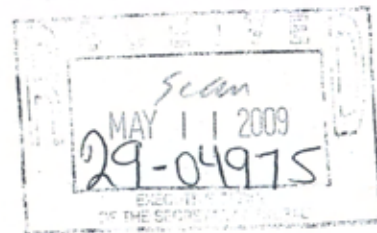
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United Nations  
INTEROFFICE MEMORANDUM



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TO: All Heads of Departments and Offices

FROM:

DSS  
VW/KWS

DATE: 8 May 2009

REFERENCE:

THROUGH:

S/C DE:

FROM: Angela Kane

*Angela Kane*

DE: Under Secretary-General for Management

SUBJECT: Management Support Services

OBJET:

1. As I near the end of my first year as USG for Management, I would like to highlight one of the many services that my office provides to support programme managers in the fulfillment of their mandates.
2. The Management Support Service (MSS) is dedicated to providing hands-on assistance to managers in the areas of change management, process improvement, and self-evaluation. Formerly known as iMCS in the Office of Internal Oversight Services (OIOS), the staff have been using a structured change management approach to enable organizational reform since 2001.
3. In this capacity, the service has assisted programmes such as OHCHR, UNON, DPA, INSTRAW, OCHA and DSS to improve operations. They have applied their skills toward helping DGACM, DESA, UNFCCC, OCHA, DDA, DPI, OHRM and OIOS in the conduct of self-evaluations. They have also led a number of initiatives in the areas of telecommuting, risk assessment, strategic planning, and global management (see attached project highlights).
4. MSS' role in the Office of the Under-Secretary-General is to:
  - Partner with Secretariat departments to lead change management activities and support their efforts to improve management practices and simplify administrative processes and procedures; and
  - Provide advice to Secretariat programme managers on implementing managerial reforms to enhance efficiency and effectiveness, particularly through introduction of best practices and support for restructuring, process improvement and self-evaluation.
5. Although the service is small, they have developed credibility within the Organization for their expertise as well as for their client orientation and ability to deliver concrete results. If you believe that your programme could benefit from the assistance of this service, please contact Paulette Woolf at [woolf@un.org](mailto:woolf@un.org) so that we can jointly determine the best way to meet your operational needs. In order for us to finalize our work programme, we would appreciate receiving your response by 22 May 2009. If you need additional time, please feel free to contact us.

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## Project Highlights

### **DGACM Change Management Project** ***"Towards a Co-operative Global Strategy"***

The objectives of the project were to assist the Department in improving its global management program, specifically to:

- Identify the challenges facing the Department as it seeks to integrate the management of its four duty stations;
- Develop a set of realistic measures aimed at meeting those challenges; and
- Develop a comprehensive and realistic definition of global management.

The final report proposed a co-operative and systematic model for establishing policies and procedures. It recommended the adoption of a comprehensive Co-operative Global Strategy (CGS) with expected benefits to include:

- savings resulting from better workload sharing;
- harmonization of budget processes, resulting in more realistic budgets and cleaner and simpler administration;
- greater efficiencies in the use of outside assistance;
- greater consistency in staffing structures;
- clearer policies on mobility;
- better targeting of needs of duty stations' language services;
- settling of text-related issues; and
- easier management of peaks and valleys of work.

The project was completed to the USG's satisfaction and IMCS reported on the results of the implementation of the Global Management Strategy in GA Report A/59/133.

### **UN-INSTRAW Change Management Project** ***"Institutional Strengthening"***

MSS conducted two projects for UN-INSTRAW. The objectives of the first were to:

- Improve IT infrastructure, streamline administrative processes and human resources management;
- Formalize current arrangements with MINUSTAH;
- Position UN-INSTRAW by clarifying its unique role and contributions within the UN system and globally;
- Refine work programme-toolkit on gender and security reform;
- Develop strategic partnerships through collaborating and consulting more widely with gender entities and academic institutions to develop an integrated work programme;
- Increase core and budgetary funds through development of a comprehensive fundraising strategy.

The second project supported UN-INSTRAW in formulating specific strategies for strengthening of the Institute's position and operations, including issues related to management, programming, and administrative procedures. Objectives of the project were to:

- Determine whether to increase UN-INSTRAW's geographical presence;
- Develop a communication strategy to improve awareness of the institute's expertise and accomplishments in order to enhance resource mobilization efforts;
- Develop additional projects that will benefit from UN-INSTRAW's comparative advantage;
- Identify strategic partnerships that will further the gender agenda;
- Continue to expand overseas projects and field operations;
- Establish an external capacity building framework;
- Develop a monitoring and evaluation capacity.

In April 2009, the UN-INSTRAW Executive Board endorsed the UN-INSTRAW Progress Report, INSTRAW/EB/2009/R.2, outlining achievements based on results of the projects.



**DPI Self Evaluation Project**  
**Annual Programme Impact Review (APIR)**

IMCS worked jointly with DPI on a three-year evaluation project of its product and service lines. The objective of APIR was to measure DPI's effectiveness in strategically communicate the activities and concerns of the Organization with the aim of achieving the greatest public impact. An additional goal was to institutionalize a culture of self-evaluation within the Department. The results were summarized in GA report A/AC.198/2006/4 in which the Department stated that "as a result of the APIR project the Department would continue to strive to (a) increase worldwide access to UN public information products and services (b) meet the needs of its target audiences by improving the relevance, usefulness and quality of its work and (c) promote an enhanced understanding of the work of the Organization."

To prepare for the Self Evaluation, IMCS conducted two earlier projects for DPI: one on revising its mission statement and goals, and another on formulating a client-oriented work plan development process. The objectives of the first project were defined jointly by DPI/CTOS as follows:

- Identify and validate departmental and divisional goals aligned with the new mission statement.
- Develop a flexible planning and coordination mechanism that ensures efficient planning and coordination internally as well as with other departments;
- Develop specific strategies and operational guidelines that will allow DPI to fulfil its work programme, and
- Define a clear set of rules and responsibilities for internal and external staff involved in the planning and implementation process.

