



*Also has positions located in Budapest

Division of Strategic Planning and Results (DSPR)

Reporting to the Deputy High Commissioner, the Division of Strategic Planning and Results (DSPR) was established in January 2020 and is UNHCR's newest division.

DSPR's mission is to transform how UNHCR plans, implements and monitors its strategies and allocates its resources. To achieve this, DSPR:

- Guides and supports strategic planning across the organization and strengthens results-based management through COMPASS, which introduces multi-year planning.
- Oversees UNHCR's management of resources and supports colleagues around the world in undertaking and coordinating evidence-based resource allocation.
- Enhances management and oversight of projects implemented both directly by UNHCR and through partner organizations.

Organizational structure

The Division of Strategic Planning and Results comprises a Resource Management Unit and three Services. These are:

The Strategic and Programme Planning Service (SPPS), which guides and supports multi-year strategic planning at the country, regional and HQ levels. The Service guides the operationalization of the UNHCR Strategic Directions 2022-2026, generating analytics and data to support corporate strategic planning. SPPS also guides the processes under COMPASS. The Service is located in Geneva. It comprises the **Strategic Planning and Analysis Unit**, the **Multi-Year Results Planning and Coordination Unit** and the **Change Management Team**:

The Strategic Planning and Analysis Unit (SPAU) supports strategic planning through analytical and forecasting work and the provision of technical expertise. The team leads scenario-building exercises to help UNHCR prepare for the future and drafts analytical reports based on various internal and external data sources to identify relevant trends, opportunities, and threats.

The Multi-Year Results Planning and Coordination Unit (MYRPCU) guides and supports multi-year strategic planning at the country, regional and corporate levels ensuring enhanced quality of plans in close collaboration with Regional Bureaux and HQ Divisions and Entities. The Unit updates and revises guidance and is the penholder of the corporate policy on planning for, getting and showing results, embedding results-based management and assurance into UNHCR's regulatory framework. The Unit leads indicator design and management to support the country, regional and corporate reporting of the results that UNHCR intends to achieve for forcibly displaced and stateless people.

The Change Management Team delivers guidance and support to Country Operations, Regional Bureaux and Headquarters Divisions and Entities, which are experiencing significant system changes in relation to resource management, reporting and partner management. The Team also engages with governance bodies which are essential for organizational functions with time-sensitive deliverables and deadlines and ensures that existing policies are revised and aligned to the reforms.

The Annual Review and Budget Analysis Service (ARBAS), which guides annual resource allocation and resource management. It undertakes financial analysis, guides and coordinates resource allocation and implementation planning, reviews and records budget and position changes, and acts as a secretariat for the Resource Planning and Management Board and the Finance Committee. It is mainly located in Geneva, with some positions based in Budapest. The Service is composed of the **Annual Planning and Resource Allocation Unit** and the **Performance Analytics and Reporting Unit**:

The Annual Planning and Resource Allocation Unit (APRAU) coordinates and provides guidance to planning and results management in UNHCR, while ensuring adherence to progressive and enhanced delegation of planning, budgeting and resource allocation responsibilities to Regional Bureaux and Country Operations. The Unit provides reliable support and guidance to the Regional Bureaux, Country Operations and the Divisions in their strategic planning and resource allocation processes. It acts as a Secretariat and coordinates annual detailed planning in line with multi-year plans and the revised Resource Allocation Framework.

The Performance Analytics and Reporting Unit (PARU) has a lead role in reporting implementation of programmes and projects from both the financial and performance results perspectives. The Unit prepares and maintains dashboards, reporting systems and mechanisms, key metrics and impact analytics. Report users include senior management, other services of DSPR, Divisions and Regional Bureaux, external stakeholders, the Standing Committee, the Executive Committee and other Committees of Member States.

The Implementation Management and Assurance Service (IMAS) ensures the effective implementation of programmes by strengthening partnership management, assessment, monitoring and targeting of needs, and improving quality assurance. It also manages the Project,

Reporting, Oversight and Monitoring Solution (PROMS) to enhance partnership management and management of directly implemented projects. IMAS comprises the **Operational and Partnership Management Unit** and the **Quality Assurance and Systems Coordination Unit**, based in both Geneva and Budapest, and the **Solutions Engineering Team**, located in Geneva:

The Operational and Partnership Management Unit (OPMU) is responsible for ensuring that the tools and technologies for assessment, targeting and monitoring, as well as for partner and project management, are simple and effective. OPMU leads the reform of the Framework for Implementing through Partners to move towards multi-year strategies and plans, and more effective results at the impact and outcome levels for refugees, in coordination and collaboration with relevant government and non-government actors.

The Quality Assurance and Systems Coordination Unit focuses on systems, processes and capacities for quality assurance and due diligence of partners and direct implementation activities, drawing on applicable oversight and risk management frameworks to develop these systems and processes. The Unit guides and supports the work of multi-functional teams and project control functions at the country level to ensure that monitoring and oversight systems are effective, simple and timely while taking advantage of new technologies. It engages with external audit firms to conduct independent reviews and audits of projects implemented by partners and provide the UN Department of Administration and Finance with assurance on financial reports.

The Solutions Engineering Team ensures that the business solutions under the Business Transformation Programme (BTP) are aligned and provides support to their rollout.

The Director is supported by an **Executive Support Team** based in Geneva, manages the Division's resources through the **Resource Management Unit (RMU)**, including staffing, programme and administrative budgets, and ensures coordination with other Divisions and Regional Bureaux at the strategic level.