



# Update on GNA and RBM

ICM - 6 February 2009  
Geneva

# GNA, RBM and Focus...

1. New Budget Structure
2. Results-Based Management
3. Focus
4. GNA –assessment, design, prioritisation
5. Roll-out



# New Budget Structure

Schematic presentation of the redesigned budget structure<sup>1</sup>

Budget components	Types of intervention/programme categories	Sector-level results <sup>2</sup>	Regions
Global Refugee <sup>3</sup> Programme	<ul style="list-style-type: none"> <li>• Emergency response</li> <li>• Protection pending solutions</li> <li>• Protection and mixed solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Favourable protection environment</li> <li>• Fair protection processes and documentation</li> </ul>	<ul style="list-style-type: none"> <li>• Africa</li> <li>• Asia and the Pacific</li> <li>• Europe</li> <li>• The Americas</li> <li>• Middle East and North Africa</li> </ul>
Global Stateless Programme <sup>4</sup>	<ul style="list-style-type: none"> <li>• Voluntary return</li> <li>• Reintegration</li> <li>• Integration</li> </ul>	<ul style="list-style-type: none"> <li>• Security from violence and exploitation</li> <li>• Basic needs and essential services</li> </ul>	
Global Reintegration Projects <sup>5</sup>	<ul style="list-style-type: none"> <li>• Resettlement</li> <li>• Capacity building</li> <li>• Advocacy for protection and solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Community participation and self-management</li> <li>• Durable solutions</li> <li>• External relations</li> </ul>	
Global IDP <sup>6</sup> Projects	<ul style="list-style-type: none"> <li>• Resource mobilization</li> <li>• Headquarters and regional support</li> </ul>	<ul style="list-style-type: none"> <li>• Operations management support</li> </ul>	

<sup>1</sup> This schematic presentation shows the overall framework of UNHCR's proposed new budget structure. While the overarching structure relates to different populations of concern, the budget can be presented in terms of types of intervention/programme categories, sector-level results, and geographical regions.

<sup>2</sup> This categorization represents the areas of impact in UNHCR operations; outputs for achieving these results are below this level.

<sup>3</sup> The Global Refugee Programme would be funded through the "programme-funding" mechanism.

<sup>4</sup> The Global Stateless Programme would be funded through the "programme-funding" mechanism.

<sup>5</sup> Global Reintegration Projects would be funded through a combination of the "programme-funding" mechanism for costs associated with the essential capacity required for UNHCR to operate, and the "project-funding" mechanism for operational activities.

<sup>6</sup> Global IDP Projects would be funded through a combination of the "programme-funding" mechanism for costs associated with the essential capacity required for UNHCR to operate and the "project-funding" mechanism for operational activities.



# Results-based Management

# Results-Based Management

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- ▶ focuses on specific goals and measurable results
- ▶ aligns programmes, processes, financial and human resources to results
- ▶ requires continuous monitoring and performance and impact assessment
- ▶ promotes accountability of individuals, teams and partners for results



# The new Results Framework

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- ▶ describes comprehensively the results the organization works to achieve
- ▶ underlies UNHCR's New Budget Structure
- ▶ common framework for
  - ▶ operations plans
  - ▶ budget
  - ▶ reports
- ▶ embedded in Focus
  - ▶ enables the cost of inputs and activities to be budgeted directly to results

## Favourable Protection Environment

- International and Regional Instruments
- National Legal Framework
- National Administrative Framework
- Policies Towards Forced Displacement
- National and Regional Migration Policy
- Prevention of Displacement
- Prevention of Statelessness
- Co-operation with Partners
- National Development Policies
- Public Attitudes Towards Persons of Concern
- Access to Territory
- Non-Refoulement
- Environmental Protection

## Fair Protection Processes and Documentation

- Reception Conditions
- **Registration** and Profiling
- Access to Asylum Procedures
- Refugee and Stateless Definitions
- **Fair and Efficient Status Determination**
- Family Re-Unification
- **Individual Documentation**
- Civil Status Documentation

## Security from Violence and Exploitation

- Impact on Host Communities
- Effects of Armed Conflict
- Law Enforcement
- Community Security Management System
- Gender-Based Violence
- Protection of Children
- Freedom of Movement
- Non-Arbitrary Detention
- **Access to Legal Remedies**
- Political Participation

## Basic Needs and Essential Services

- **Food Security**
- **Nutrition**
- **Water**
- **Shelter/ Other Infrastructure**
- **Basic Domestic and Hygiene Items**
- **Primary Health Care**
- **HIV/AIDS**
- **Education (including health education)**
- **Sanitation Services**
- **Services for Groups with Specific Needs**

## Community Participation and Self-Management

- Participatory Assessment and Community Mobilisation
- Community Self-Management and Equal Representation
- Camp Management and Coordination
- Self-Reliance and Livelihoods

## Durable Solutions

- Durable Solutions Strategy
- **Voluntary Return**
- **Rehabilitation and Reintegration Support**
- **Resettlement**
- **Local Integration Support**
- Resettlement of IDPs Elsewhere in the Country
- Reduction of Statelessness

## External Relations

- Donor Relations
- Resource Mobilisation
- Partnership
- Public Information

## Operations Management Support

- Supply Chain/ Logistics
- Programme Management, Coordination and Support



# Contd:

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## **UNHCR Headquarters and Regional Support**

- ▶ Policy Development
  - ▶ Global Strategic Direction and Management
  - ▶ Protection Advice and Support
  - ▶ Prioritisation, Resource Allocation and Financial Management
  - ▶ Organisational Development and Design
  - ▶ Executive Committee Support
  - ▶ External Relations
  - ▶ Resource Mobilization
  - ▶ Media Relations and Public Affairs
  - ▶ Inter-agency Relations and Strategic Partnerships
  - ▶ Performance Management
  - ▶ Oversight (Inspection, Evaluation, Investigation, Audit
  - ▶ Strategic Human Resource and Workforce Management
  - ▶ Information and Communications Technology Management
  - ▶ Global Supply Management
  - ▶ Central Emergency Preparedness and Response Capacity
  - ▶ Security Management
  - ▶ Capacity Building, Skill Development and Knowledge Management
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# Standards and Indicators

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- ▶ Results-based management is governed by the principle that impact can be measured and results objectively evaluated
- ▶ The use of indicators is fundamental to RBM
- ▶ Operations use impact and performance indicators to
  - ▶ record a baseline situation (assessment)
  - ▶ record a target the operation aims to achieve (planning)
  - ▶ measure progress towards the agreed target (implementation)



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Focus

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# Understanding Focus

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- ▶ UNHCR's results-based management software...
  - ▶ offers ease and consistency of use across the organization
  - ▶ used for operations management and as a database for field operations
  - ▶ aligns assessment, design, implementation, monitoring and reporting
  - ▶ will store all relevant operational data and information
  - ▶ being progressively interfaced with MSRP and proGres



# Understanding Focus

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## Reinforces

- ▶ multifunctional team planning
- ▶ assessments linked to design
- ▶ protection at the heart of design choices

## Introduces

- ▶ costs more clearly linked to operational objectives and populations of concern



# Global Needs Assessment

1. Assessment
2. Design
3. Prioritization

# Understanding the Global Needs Assessment (GNA)

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A means to comprehensively express the needs of populations of concern worldwide, and to more effectively plan and budget for them.



# Assessment methodology

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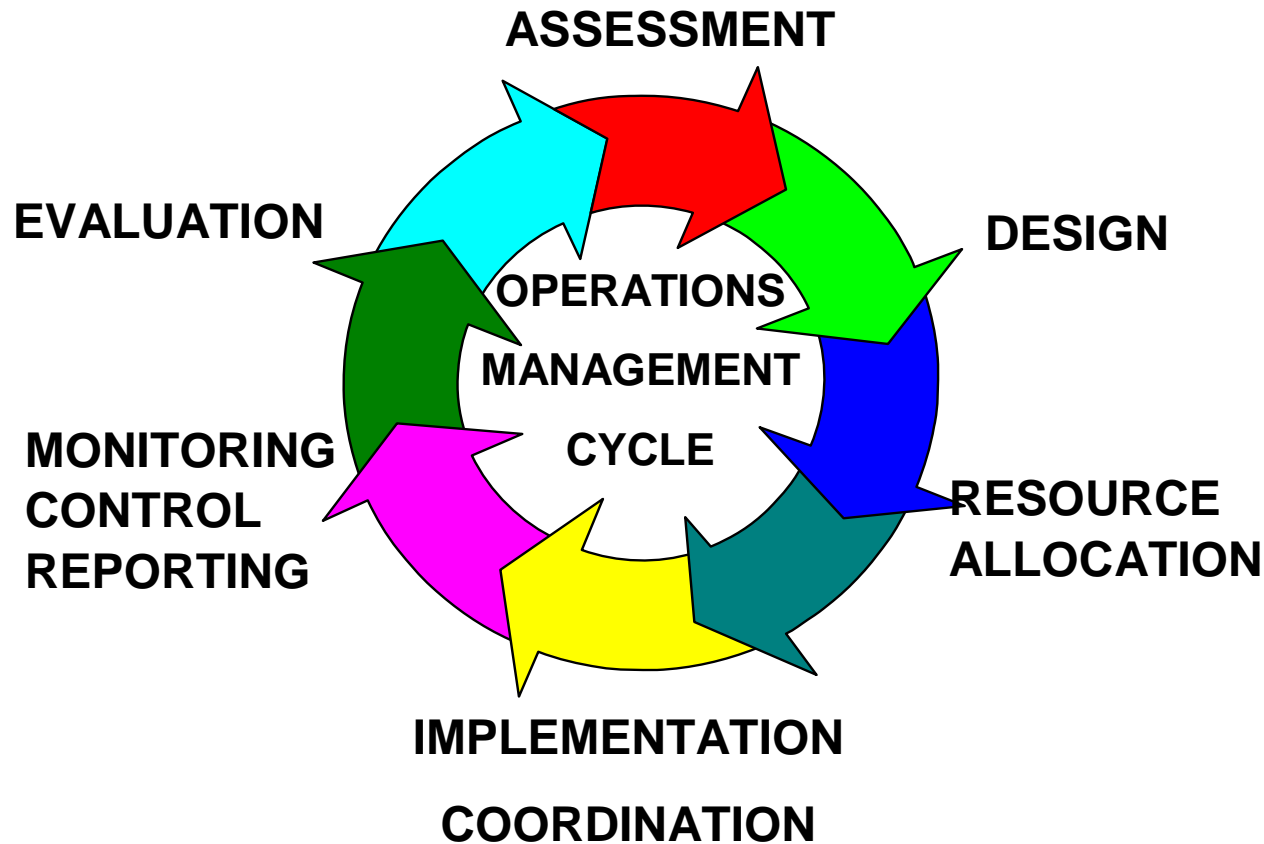
- ▶ Analysis of assessment information and data
  - ▶ baseline data and indicator analysis
  - ▶ protection assessment
  - ▶ results of participatory assessments (AGDM)
- ▶ Obtained through a multi-functional team approach and participation of key stakeholders





# UNHCR's Operations Management Cycle

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# Scope of assessment

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- ▶ all needs within UNHCR's agreed responsibilities at regional/country level (operational and advocacy)
- ▶ needs-driven, not determined by funding projections
- ▶ guided by the rights-based parameters articulated in the Results Framework





Design

# 2010-2011 Planning

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- ▶ **Comprehensive planning:**
  - ▶ based on comprehensive needs within agreed UNHCR responsibilities at country level (i.e. what UNHCR and partners would be in a position to cover if adequately funded)
  
- ▶ **Prioritized planning:**
  - ▶ prioritized objectives and outputs



# Comprehensive Planning

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- ▶ **Comprehensive Planning requires...**
  - ▶ development of the results chain up to output level and the budget at least to the objective level
  - ▶ setting of impact targets
  - ▶ prioritisation of problems and outputs



# Design parameters

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- ▶ **Ensure that...**
  - ▶ outputs address causes of problems identified
  - ▶ impact targets are realistic and performance targets achievable
  - ▶ due consideration is given to admin-staff/operations ratio, field/capital staff ratio, national/international staff ratio, UNHCR staff/additional workforce, direct/indirect implementation



# What will the GNA achieve?

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- ▶ clear and comprehensive view of needs of populations of concern and consequences of needs unmet
- ▶ plans designed to address needs more comprehensively
- ▶ prioritisation
- ▶ informed resource allocation
- ▶ compelling rationale for resources to meet additional needs



# Prioritisation

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- ▶ Global Strategic Objectives now expressed in the Results Framework
- ▶ priorities are formed through a mix of 'bottom up' and 'top down'







Roll-out

# GNA/Focus roll-out – three phases

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## Phase 1 – 2008

- ▶ 2008 GNA Pilot in eight countries
- ▶ Six regional Focus workshops for 190 national and programme staff from 120 operations
- ▶ COPs for 2009 entered into Focus
- ▶ HQ - three-day workshops for 120 bureau staff
- ▶ HQ - half-day sessions for Bureau directors and senior managers



# GNA/Focus roll-out – three phases

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## Phase 2 – 2009 field roll-out

- ▶ HQ workshops training facilitators from ODM, Bureaux, DIPS, DOS, SFAM
- ▶ Refresher workshops for facilitators
- ▶ Two-month roll-out start 12 January – ends 6 March '09
- ▶ Today, half-way point in roll-out, 514 staff trained
- ▶ 30 workshops worldwide (18 regional, 12 country), Approx 850 staff trained

## Phase 3 – HQ roll-out

- ▶ HQ – Feb/March '09 series of workshops for Divisions and Bureaux



# Outlook

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- ▶ This year a major transformation for UNHCR
- ▶ Field and HQ working with the New Budget Structure, reinforced RBM, the GNA and Focus for the first time
- ▶ Year One is a transition year.
- ▶ These changes require major adjustments and all your support.

