



ODM | March 2009

A Quick Update on Results-Based Management, the Global Needs Assessment and *Focus*

In early 2009, the reform process in UNHCR gathered pace as integrated change initiatives to reinforce results-based management – the Global Needs Assessment and Focus results-based management software tool – were rolled out to the field and headquarters ahead of the 2010-2011 planning cycle. This is a quick update on progress.

What does results-based management mean for UNHCR?

- Results-based management, or RBM, is about showing measurable results and ensuring UNHCR is a performance-driven organization.
- RBM is already integrated into many aspects of UNHCR's operations and is now being reinforced.
- RBM aligns programmes, financial and human resources to results.
- It ensures continuous monitoring, performance and impact assessment.
- It promotes accountability of individuals, teams and partners for results.

How is RBM being reinforced in UNHCR?

- RBM is captured in the new Results Framework, the new Budget Structure, the Global Needs Assessment and in *Focus* – UNHCR's new RBM software tool.
- All these elements are integrated into the 2010-2011 planning cycle.

What is the new Results Framework?

- The Results Framework describes comprehensively the results the organization works to achieve.
- It underlies the new Budget Structure.
- It is the common framework for operations plans, budgets and reports.
- It is the foundation of *Focus* – the RBM software tool.

What is the Global Needs Assessment?

- The Global Needs Assessment, or GNA, is a means to comprehensively express the needs of populations of concern worldwide, and to more effectively plan and budget for them.

How are these RBM initiatives being rolled-out to the field?

- A two-month roll-out of GNA and *Focus* to the field started on 12 January and ends 6 March 2009.
- Workshops and refreshers for facilitators were held in Geneva in January 2009.
- 30 roll-out workshops were held worldwide including 18 regional workshops and 12 country specific workshops.
- An estimated 1,033 staff in the field were trained by a team of 45 facilitators.
- In an earlier phase in 2008, six regional workshops were held for 190 national and programme staff from 120 operations for early familiarization with *Focus*.

How are staff at Headquarters being trained on *Focus* and the GNA?

- In 2008, 120 HQ staff attended three-day workshops on *Focus*/GNA.
- Between February and March 2009 a series of orientation workshops were held for Divisions and Bureaux.
- Demonstrations and training sessions for senior management took place in January-February 2009.

- In the February orientation sessions 158 staff attended, including 38 staff attending workshops from Divisions or Bureaux which had not modelled their 2009 plans in *Focus*.
- Further preparatory workshops are scheduled during March providing all Bureaux and Divisions with hands-on training and guidance.
- The Office for Organizational Development and Management's (ODM) GNA/*Focus* team is working with bureaux and divisions throughout February/March 2009 to ensure that the operational structure of the Bureaux and Divisions is correctly set up and that their concerns are well reflected in the Results Framework.

How are UNHCR staff reacting to GNA/*Focus*?

- Overall the evaluations of workshop participants have been positive, with the vast majority of staff saying they felt comfortable using *Focus* for the 2010-2011 planning exercise.
- *Focus* was considered user-friendly.
- The multi-functional team approach to planning struck a chord with staff.
- There were some issues with connectivity during the workshops in the field, with bandwidth a problem in some locations.
- Francophone countries are calling for a French version of *Focus*.

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Is there a new version of *Focus*?

- In mid-February 2009, an updated version of *Focus* was released with additional functionality.

How are UNHCR staff getting support to help with *Focus* teething problems?

- An extensive online *Focus* User guide for troubleshooting is available on the *Focus* home page on UNHCR's Intranet.
- The Global Service Desk is the first line of support for technical problems about *Focus* access, connectivity and navigation.

What impact is the financial crisis going to have on the GNA?

- Certainly times are tougher and donors will be looking at their budgets. But, it is more important than ever for UNHCR to clearly show the needs of refugees and others of concern and the very real, negative human consequences if those needs can't be met.
- We know from our field offices in 2008, that UNHCR was only partly able to meet the needs of refugees and others of concern, so it would create real hardship if the budget is cut even further.
- The GNA will be a strong, fact-based platform for UNHCR to advocate on behalf of its populations of concern.

Has UNHCR received any funding for the eight countries which piloted the GNA in 2008?

- The GNA pilot countries in 2008 were Cameroon, Ecuador, Georgia,

GNA/FOCUS TIMELINE

- **Dec 2008**
UNHCR planning instructions issued
- **Jan-March 2009**
Focus/GNA workshops for field and bureaux
- **Consultations with partners**
- **31 March 2009**
Country operations plans for 2010-2011 completed in *Focus*
- **April-June 2009**
Annual Programme review at HQ
- **September-October 2009**
Budget 2010-2011 presented to ExCom, Geneva

Rwanda, Tanzania, Thailand, Yemen and Zambia.

- In October 2008, ExCom endorsed the inclusion of US\$63.5 million in UNHCR's 2009 budget to address the organization's responsibilities towards meeting unmet needs identified in the pilot countries.
- In 2009, the pilot countries are implementing GNA projects on the basis of funds received for that purpose.
- By end-February 2009, the eight pilot countries had received a total spending authority of US\$19.5 million (30 percent of the total GNA budget) to start implementing projects. When funding is

secured to cover these individual projects and when fresh earmarked contributions are received, spending authorities for the eight pilot countries will be increased.

- UNHCR by end-February 2009 had received US\$1.2 million from the European Commission towards specific GNA projects in Yemen as part of a larger assistance package to that country.

Are you expecting to get more money for the GNA pilot countries?

- Prioritized GNA projects are being submitted to private foundations and other private donors.
- UNHCR is projecting to receive some US\$3.5 million in funding from private sector sources for specific GNA projects.
- Field offices are also being assisted in contacting local sources of funding to help with submissions and to avoid any overlapping submissions.
- In 2009, contributions to the GNA can be earmarked either for the GNA in one of the eight countries or against individual GNA projects.

Is anything more being done to draw attention to the GNA and the needs of refugees and people of concern?

- The theme of World Refugee Day 2009 is going to be "Real People, Real Needs", bringing to world attention the needs of those of concern to UNHCR.

• Contact the Global Service Desk on globalsd@unhcr.org or +41 22 739 8888 in Geneva.

• Bureaux in Headquarters will provide the first line of support for policy guidance on issues related to the results based framework and *Focus*.

• The *Focus* team at HQ are available as a second-line of support for technical and policy issues. Contact hqfocus@unhcr.org

