

Funded partnership reform

Update to Partners

31 March 2021

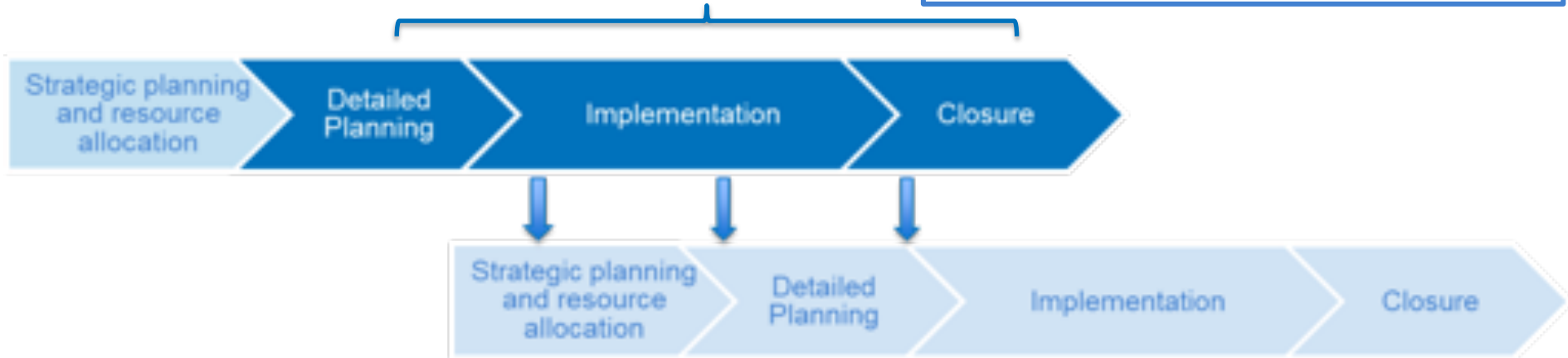
1. 2020 reforms – How did we do?
2. Current reform priorities
3. Your feedback and thoughts

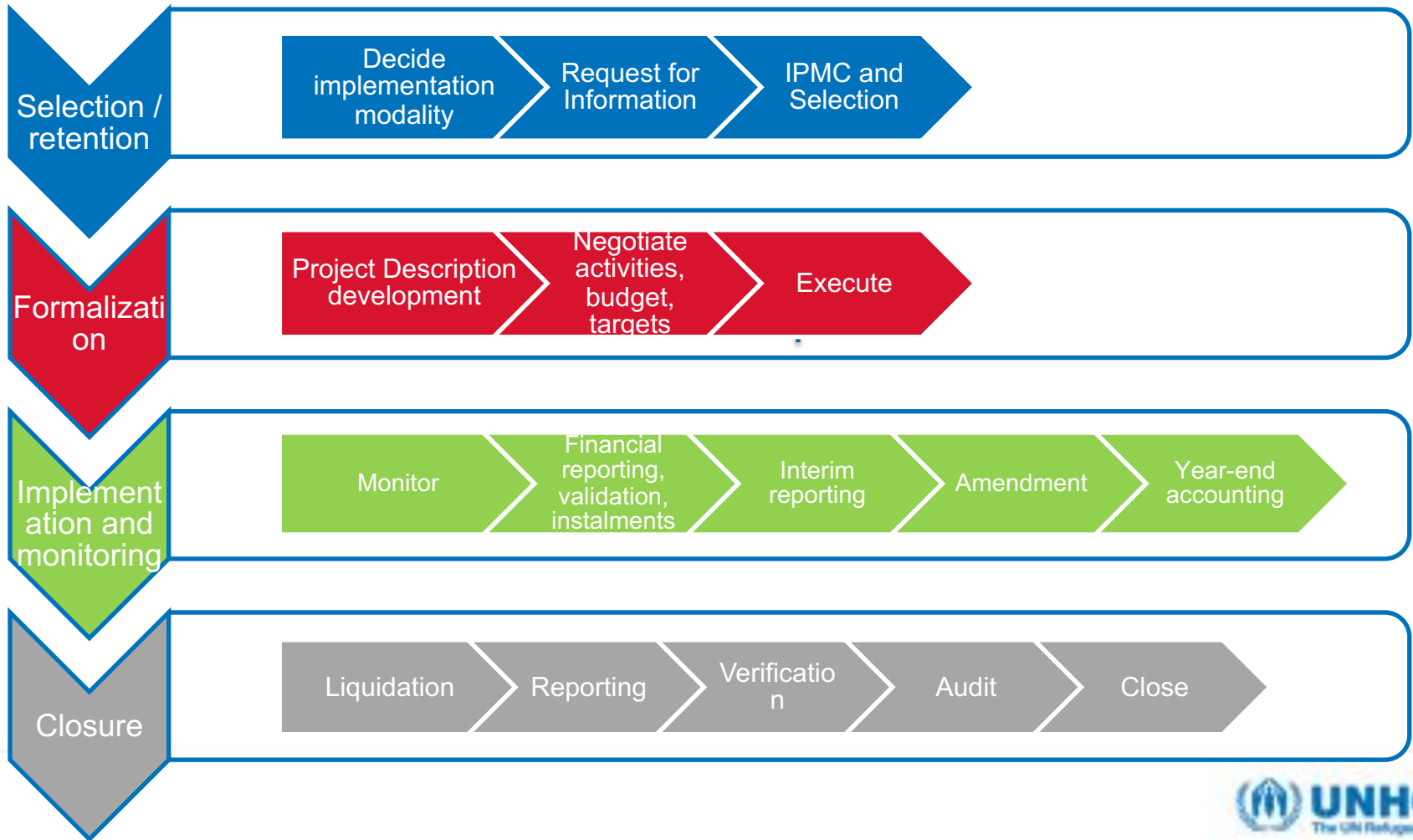




Effectiveness and efficiency through:

- Harmonization
- Simplicity and flexibility
 - Localization
 - POC empowerment
- Partnership (equality, transparency, result-orientation, responsibility, complementarity)
- Improved risk management





1. 2020 reforms – How did we do?

2020

2021

2022

Selection /
retention

Formalization

Implementation and
monitoring

Closure

Simplified Agreements
Simplified Budgets
Differentiated Controls based on capacity/risk
Reduced restrictions on project personnel management
Personal Data Sharing principles/practices clarified

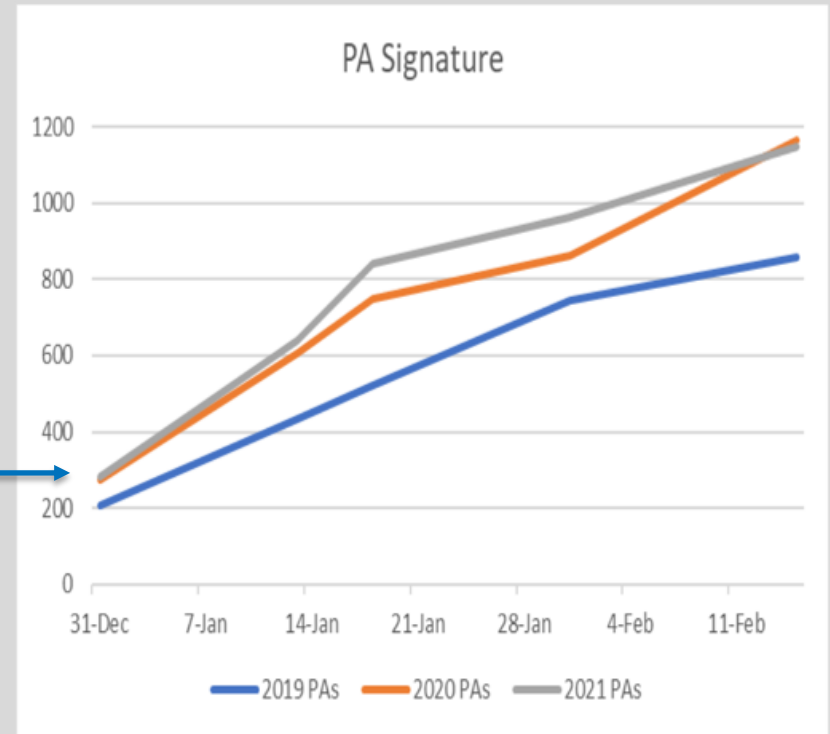
Reporting requirements (frequency and type) reduced based on capacity/risk
Increased budget flexibility

Results:

- Length of agreements reduced by 50%+
- PA Budget complexity – marginal reduction
- PA signature more timely
- Internal perceptions of COVID19 flexibilities = favorable

Concern:

- Inconsistent practices continue



TBC:

Reporting demands; # Amendments; Levels of ineligible expenditure resulting from audit; Partner perceptions

2. Current reform priorities

2020

2021

2022

Selection /
retention

Selection of Partners informed by multi-year strategies and plans
Multi-year partnerships identified and supported
Process for selection of Refugee Led Organizations defined and in place
Capacity / risk assessment improved and integrated (e.g., PSEA, PQP)

Formalization

Further simplification of budgeting requirements
Capacity and risk assessments harmonized with other UN Agencies

Implementation and
monitoring

Project Reporting, Oversight and Monitoring Solution in place
Monitoring practices (e.g., remote and AAP) improved and integrated

Closure

Multi-year countries - 2022



Opportunity: 40% of 2021 PA's are in these countries

2020

2021

2022

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UNHCR's Results Areas



IMPACT AREAS

1 **ATTAINING FAVORABLE PROTECTION ENVIRONMENTS**
 Operation-specific impact statements describe intended changes in the enjoyment of rights as a result of increasingly favorable conditions for protection.

2 **REALIZING RIGHTS-IN-SAFE ENVIRONMENTS**
 Operation-specific impact statements express changes in realizing rights of persons of concern due to changes in access, quality and coverage of basic services, particularly in humanitarian and emergency settings.

3 **EMPOWERING COMMUNITIES AND ACHIEVING GENDER EQUALITY**
 Operation-specific impact statements capture intended shifts in the protection and solution of persons of concern as a result of advancements in community mechanisms, gender equality and livelihoods.

4 **SECURING SOLUTIONS**
 Operation-specific impact statements illustrate intended changes in the enjoyment of durable and alternative pathways to solutions by persons of concern.

OUTCOME AREAS

1 **ACCESS TO TERRITORY, REGISTRATION AND DOCUMENTATION**
Possible Coverage: Access to territory, reception conditions, infrastructure and management of reception and control centres including basic assistance, identification, registration and profiling, legal identity and documentation.

2 **STATUS DETERMINATION**
Possible Coverage: Status determination interventions, information provision, assistance programmes to government processes, dispute system strengthening, handover of procedures.

3 **PROTECTION POLICY AND LAW**
Possible Coverage: Administrative institutional support, promotion of international and regional instruments, strategic litigation, law and policy enhancement, public attitudes.

4 **GENDER-BASED VIOLENCE**
Possible Coverage: GBV prevention, risk reduction and response, PSEA.

5 **CHILD PROTECTION**
Possible Coverage: Community based child protection structures, best interest determination, prevention and response services for adolescents and children, children associated with armed groups.

6 **SAFETY AND ACCESS TO JUSTICE**
Possible Coverage: Specific needs/ service provision, legal assistance to individuals and families, freedom of movement, alternatives to detention, security/crisis related interventions, trafficking and smuggling.

7 **COMMUNITY ENGAGEMENT AND WOMEN'S EMPOWERMENT**
Possible Coverage: Community sensitisation, peace education, peaceful coexistence projects, community-based complaint mechanisms, community self-management structures, gender equality interventions, women's empowerment.

8 **WELL-BEING AND BASIC NEEDS**
Possible Coverage: Multipurpose cash, food security and food assistance, in-kind and core relief items including cooking fuel.

9 **SUSTAINABLE HOUSING AND SETTLEMENTS**
Possible Coverage: Housing, emergency shelter, transitional and permanent housing, settlement and urban planning, energy, environmental and natural resource management.

10 **HEALTHY LIVES**
Possible Coverage: Primary health care, secondary health care, preventative health programmes, reproductive health and HIV, mental health, nutrition, other health related interventions including advocacy and support for inclusion of persons of concern in national services.

11 **EDUCATION**
Possible Coverage: Primary education, secondary education, additional/higher tertiary education, vocational training, inclusion into national education system.

12 **CLEAN WATER, SANITATION AND HYGIENE**
Possible Coverage: Water systems, sanitation including toilets, bathing areas, hygiene promotion.

13 **SELF RELIANCE, ECONOMIC INCLUSION AND LIVELIHOODS**
Possible Coverage: Self employment (business, wage employment), agriculture, fishing, economic opportunities promotion, job creation, entrepreneurship programmes, resilience programmes.

14 **VOLUNTARY REINTEGRATION AND SUSTAINABLE REINTEGRATION**
Possible Coverage: Voluntary return preparations, organisational assistance of voluntary return, work in country/ area of origin to create conditions for return and sustained reintegration.

15 **RESETTLEMENT AND COMPLEMENTARY PATHWAYS**
Possible Coverage: Resettlement preparation and management, emergency resettlement education, private or community sponsorship programmes, humanitarian visas, humanitarian corridors, family reunification, student visas, other complementary pathways.

16 **LOCAL INTEGRATION AND OTHER LOCAL SOLUTIONS**
Possible Coverage: Naturalisation, durable legal status, permanent residency.

ENABLING AREAS

17 **SYSTEMS AND PROCESSES**
Possible Coverage: Systems renewal, partner management, budgeting and financial management systems, results and resource allocation management systems, operational data management systems, planning and implementation management systems, digital transformation, data governance.

18 **OPERATIONAL SUPPORT AND SUPPLY CHAIN**
Possible Coverage: IT support, travel, finance, warehouse food management, warehousing, supply chain processes and procedures, procurement, supply verification, development, transport, inventory management, greening the fleet, emergency preparedness and response capacity, security management architecture.

19 **PEOPLE AND CULTURE**
Possible Coverage: Human resources management, learning and development, organisational legal and technical counsel, policy oversight and coordination, risk management and ethics.

20 **EXTERNAL ENGAGEMENT AND RESOURCE MOBILIZATION**
Possible Coverage: Communication and advocacy, public and private sector fundraising and strategic partnership management, including through operational partnerships and inter-agency coordination.

21 **LEADERSHIP AND GOVERNANCE**
Possible Coverage: Executive direction, governance fabric and coordination, evaluation, audit, IGD.

UNHCR's Core Indicators



IMPACT AREAS

1 ATTAINING FAVORABLE PROTECTION ENVIRONMENTS



- 1.1 Proportion of individuals seeking international protection who are able to access asylum procedures
- 1.2 Proportion of PoC who are able to move freely within the country of habitual residence (DCG)
- 1.3 Number of persons who are reported detained per 10,000

2 REALIZING RIGHTS IN SAFE ENVIRONMENTS



- 2.1 Proportion of PoC living below the national poverty line (DCG & GCR)
- 2.2 Proportion of PoC residing in physically safe and secure settlements with access to basic facilities
- 2.3 Proportion of PoC with access to health services (DCG)

3 EMPOWERING COMMUNITIES AND ACHIEVING GENDER EQUALITY



- 3.1 Proportion of PoC who have the right to work (DCG)
- 3.2 Proportion of PoC enrolled in primary and secondary education (DCG & GCR)
- 3.3 Proportion of PoC feeling safe walking alone in their neighbourhood (DCG)

4 SECURING SOLUTIONS



- 4.1 Number of refugees who voluntarily return in safety and dignity to their country of origin (DCG)
- 4.2 Number of refugees/PoC who departed on resettlement opportunities through complementary pathways (DCG)
- 4.3 Number of PoC for whom voluntary repatriation/complementary status pathways is granted or confirmed, status is granted/confirmed

OUTCOME AREAS

1 ACCESS TO TERRITORY, REGISTRATION AND DOCUMENTATION



- 1.1 Proportion of refugees and asylum seekers registered on an individual basis
- 1.2 Proportion of children under 5 years of age whose births have been registered with a civil authority (DCG)
- 1.3 Proportion of PoC with legally recognised identity documents or credentials (DCG)

2 STATUS DETERMINATION



- 2.1 Average processing time (days) from registration to first instance asylum decision
- 2.2 Proportion of individuals undergoing asylum procedures who have access to legal advice or representation
- 2.3 Proportion of individuals undergoing asylum procedures who have access to an effective appeal mechanism after first instance rejection of their claim

3 PROTECTION POLICY AND LAW



- 3.1 Extent national legal framework is in line with the 1951 Convention and/or its 1967 Protocol
- 3.2 Extent national legal framework is in line with the 1991 Convention on the Protection of Stateless Persons

4 GENDER-BASED VIOLENCE



- 4.1 Proportion of PoC who receive referrals to receive evidence-based GBV services
- 4.2 Proportion of PoC who do not report violence against women
- 4.3 Proportion of survivors who are satisfied with GBV case management services

5 CHILD PROTECTION



- 5.1 Proportion of children at heightened risk who are supported by a Best Interests Procedure
- 5.2 Proportion of children who participate in community-based child protection programmes
- 5.3 Proportion of unaccompanied and separated children who are in an appropriate alternative care arrangement

6 SAFETY AND ACCESS TO JUSTICE



- 6.1 Number of PoC arrested or detained related to immigration control or legal status per 10,000 registered PoC

7 COMMUNITY ENGAGEMENT AND WOMEN'S EMPLOYMENT



- 7.1 Proportion of PoC who participate meaningfully across all phases of the CMC
- 7.2 Proportion of PoC who have access to services from feedback and response mechanisms
- 7.3 Proportion (per cent) number of active female participants on leadership management structures

8 WELL-BEING AND BASIC NEEDS



- 8.1 Proportion of PoC in need that receive cash transfers or in-kind assistance
- 8.2 Proportion of PoC with primary reliance on clean-cooking fuels and technology (DCG)

9 SUSTAINABLE HOUSING AND SETTLEMENTS



- 9.1 Proportion of PoC living in habitable and affordable housing
- 9.2 Proportion of PoC that have energy to ensure lighting

10 HEALTHY LIVES



- 10.1 Proportion of children aged 0-5 months in their states who have received measles vaccination
- 10.2 Proportion of births attended by skilled health personnel (DCG)

11 EDUCATION



- 11.1 Proportion of PoC enrolled in primary and higher education
- 11.2 Proportion of PoC enrolled in the national education system

12 CLEAN WATER, SANITATION AND HYGIENE



- 12.1 Proportion of PoC using at least basic drinking water service (DCG)
- 12.2 Proportion of PoC with access to a safe household toilet (DCG)

13 SELF-RELIANCE, ECONOMIC INCLUSION AND LIVELIHOODS



- 13.1 Proportion of PoC with an account at a bank or other financial institution or with a mobile money service provider (DCG)
- 13.2 Proportion of PoC who self-report positive changes in their income compared to previous year
- 13.3 Proportion of PoC (working age) who are unemployed (DCG)

14 VOLUNTARY REPatriATION AND SUSTAINABLE REINTEGRATION



- 14.1 Proportion of returnees with legally recognised identity documents or credentials (DCG)
- 14.2 Proportion of PoC who return to receive the Country of Origin Information activity facilities &

15 RESETTLEMENT AND COMPLEMENTARY PATHWAYS



- 15.1 Number of refugees submitted by UNHCR for resettlement
- 15.2 Average processing time from resettlement submission to departure under normal priority
- 15.3 Number of PoC admitted through complementary pathways from the host country

16 LOCAL INTEGRATION AND OTHER LOCAL SOLUTIONS



- 16.1 Proportion of PoC with secure tenure rights under property rights housing and/or land (DCG)
- 16.2 Proportion of PoC covered by social protection beneficiary status (DCG)
- 16.3 Proportion (per cent) number of PoC enrolled in National Social Register

Situation

Pop Planning
Group

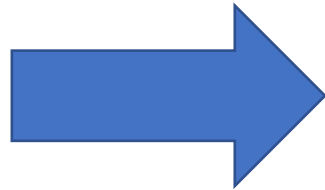
Goal/Pillar

Rights Group

Objectives

Output

Account
Code



Impact

Outcome

Output

Budget Code

2020

2021

2022

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retention

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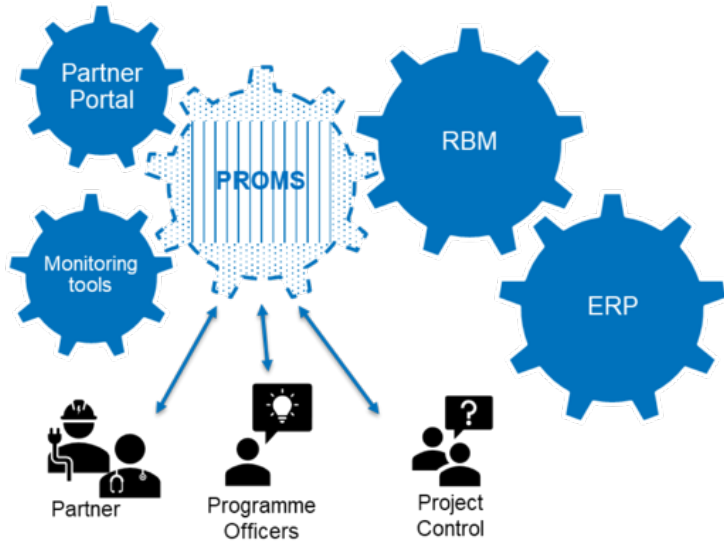
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and monitoring

Project Reporting, Oversight and Monitoring Solution in place
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Closure

Project Reporting, Oversight and Management Solution (PROMS)



- Still aim for implementation for 2022.
- Gap analysis conducted with Cloud ERP.
- Considering functionality of eTools (UNICEF).
- Request for Information issued to market. Active exploration of Oracle products.
- Main consideration is usability. Partner reference group needed.
- Accessibility through UN Partner Portal.

Results and indicators:

PA Budget complexity reduced	<i>(# budget lines)</i>
PA signature more timely	<i>(% signed by 31 Dec)</i>
More multi-year strategies in multi-year countries	<i>(# and % of MYA)</i>
RLO's with direct partnership agreements	<i>(# RLO's; \$ through RLO's)</i>
More timely capture of reports	<i>(time and #)</i>
Reporting burden reduced	<i>(ave. # of adhoc reports)</i>
Faster release of instalments	<i>(ave. time between financial report and instalment release)</i>
Inconsistent approaches reduced	<i>(standard deviation of above)</i>
Stakeholders (internal and external) recognize Principles of Partnership are present in processes	<i>(annual survey)</i>
Maintain confidence of stakeholders	<i>(analysis of findings from UNBOA, OIOS)</i>

3. Your feedback and thoughts