

GUIDANCE ON RESOURCE MANAGEMENT DURING THE COVID-19 CRISIS

*Special measures on the management of funded
partnerships*

... because results matter most

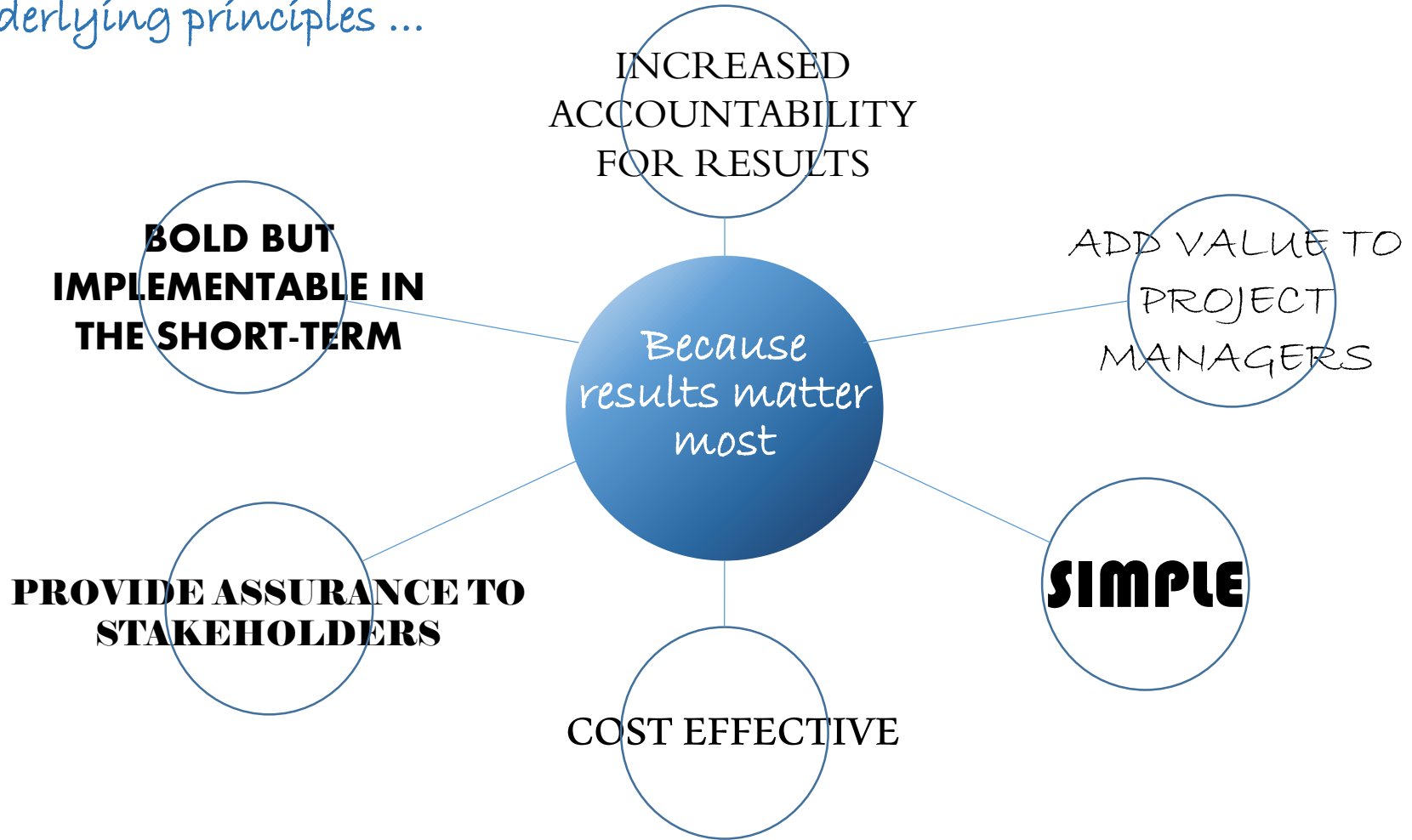
Overall reforms

Ambitious reform agenda had been established to move from a compliance driven and risk averse paradigm to a results driven and risk aware paradigm.

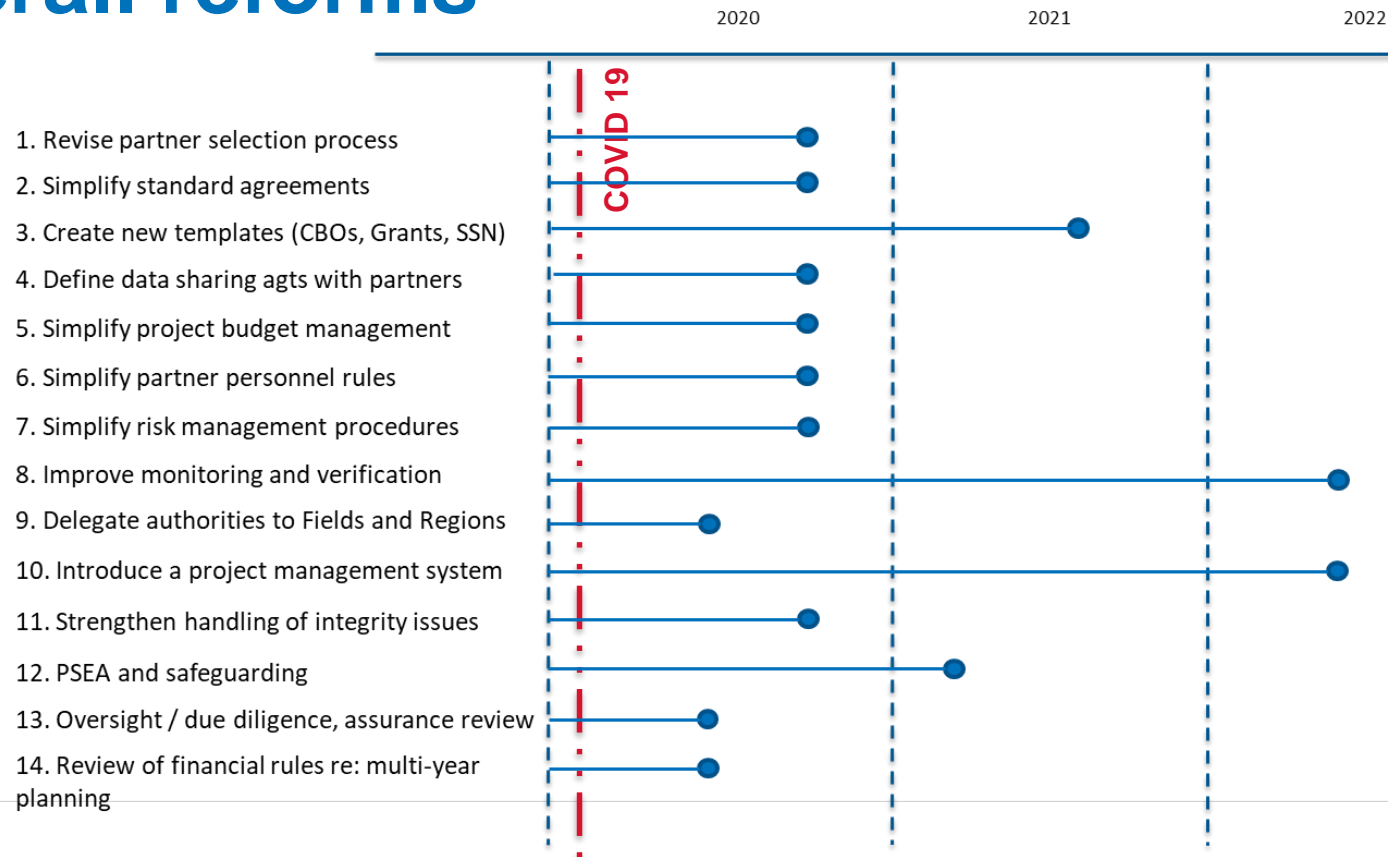
Reforms involve:

- Better and simplified analysis and treatment of risk during planning and implementation phases.
- An increased emphasis on results and less emphasis on after-the-fact auditing and compliance checks.
- Greater accountability on results accompanied by greater control over resources.
- Simplified procedures including through automation.
- Improved detection and response to allegations of impropriety.

underlying principles ...



Overall reforms



Adaption ... not interruption

COVID19 forces a re-planning of our reforms.

Acceleration of some measures, accepting the additional risk of hurried implementation.

Implementation of some exceptional, temporary measures.

Try to avoid slippage of other timelines.

Guidance issued on partnership management

Guidance issued to Regional Bureaus and Country Operations.
Declaration of Global Emergency.

Key messages:

- Engage in good faith dialogue and discussions.
- Be accommodating of reasonable requests.
- Do not overcomplicate. Document informal agreement on revisions but do not rush into project amendments.
- Reduce burden for country (including partner) staff. Revisit reporting requirements and reduce to the minimum (or as close to as possible).
- We encourage Operations to be flexible in allowing elements of Partners' business continuity plans to be charged to a UNHCR project.
- Be transparent.

Specifics of guidance already communicated

- Increase of 20% budgetary flexibility within an Output to 30% budgetary flexibility.
- Allow overtime (charged in accordance with the partner's rules) to be charged to the relevant project – even if it means the maximum personnel contribution limit is exceeded.
- Document how partners will track/monitor attendance in the absence of traditional timesheets.
- Representatives may release the next instalment under a PA before submission and clearance of a Project Financial Report for the current period.
- Encourage project control and auditors to conduct financial verifications and audits through remote/desk reviews if possible.
- Do not apply pressure on partners to terminate work contracts solely because of social distancing issues.
- Allow, as eligible, expenditures incurred prior to the announcement of travel and social distancing restrictions and which cannot be reimbursed/recovered.
- Allow documentation, normally submitted in signed, hard-copy, to be submitted in electronic form.

Also: declaration of Global Emergency activates simpler procedures for engaging new partners.

Issues under further consideration

- Further [increase of budget flexibility](#) beyond 30% within an output
- [Simplification of results chains and instructions on budgeting.](#)
- Acceptance of [more personnel-related costs](#) as eligible expenditure against personnel lines.
- Clear guidance on [eligible expenditure of staff when working remotely.](#)
- Increase the [types of documentation that can be submitted in electronic \(and unsigned\) format.](#)
- Waive or delay [timeframes for submission of Q1 financial reports.](#)
- Waive/adjust the [timeframes for later reporting \(mid-year review etc\).](#)
- Reduce the [minimum number of performance verifications](#) to be conducted (from 2 to 1).
- Training on [force majeure and termination provisions.](#)

Other requests received and being considered in conjunction with other UN Agencies

- De-coupling the payment of programme support costs (“PICSC”) from actual expenditures.
- Blanket global extension of implementation periods.
- Globally compulsory instructions/directives rather than increased delegations to individual operations.

Next steps

- Dialogue with UN sister organizations: UNICEF, WFP, UNFPA, FAO, UNWomen, OCHA Country Based Pooled Funds. Harmonize where appropriate.
- Advocate with donor governments to acknowledge and accept exceptional measures. Taking into account recent guidance from ECHO, DfiD and USAID.
- Report back to IASC Results Group 5.
- Continue to monitor and adjust as necessary.