

## UNHCR Programme Cycle Detailed Calendar for Partners

TIME	PHASE	STEP	Year of Reference
Throughout the year	GET	UNHCR and partners conduct assessments	Current
Throughout the year	GET	UNHCR and partners monitor and adjust (results, implementation and resources) for current year	Current
January	PLAN	UNHCR and partners planning a new strategy synthesize situation analysis and commence vision, strategic priorities and theory of change, ensuring multi-stakeholder consultations	Next
End January	SHOW	<b>Latest deadline by when partners must end-year Results Report for last year</b>	Previous
Mid-February	SHOW	<b>Latest deadline by when partners must submit final Project Financial Reports (PFRs) and narrative reports for last year</b>	Previous
February	SHOW	UNHCR and partners conduct strategic moment of reflection as part of the annual strategy implementation review	Previous
End of February	SHOW	UNHCR verify partners' final reports for last year	Previous
End of February	SHOW	Partners and UNHCR provide project auditors with verified end-Project Financial Reports and other project supporting documentation	Previous
March	SHOW	UNHCR begins project audit of partners for last year	Previous
End of March	SHOW	<b>Latest deadline by when partners must refund UNHCR unspent balances for last year</b>	Previous
End of April	PLAN	UNHCR submit new multi-year strategies for next year	Next
End of April	SHOW	Project audits are completed, including certification, management letter, recommendations, and an internal control questionnaire (where relevant) for last year	Previous
Early May	PLAN	UNHCR starts partnership selection for coming years	Next
June	SHOW	UNHCR Global Report is published on Global Focus	Previous
Early July	PLAN	The UN High Commissioner of Refugees endorses the global budget for submission to governance	Next
End of August	GET	Operations enter into Partnership Framework Agreements with selected partners for the following year onwards	Next
October	PLAN	Executive Committee approves UNHCR's programme budget	Next

15 October	GET	UNHCR commence project workplan negotiation with partners for next year	Next
End October	GET	Project auditor(s) are assigned to each project and location, audit schedules prepared for next year	Next
Mid-November	PLAN	UNHCR Global Appeal for the following year is launched	Next
End of November	GET	Latest deadline by when partners must submit any exceptional extension of Project Workplan implementation and/or liquidation	Current
End of November	GET	No new Project Workplan can now be signed for current year	Current
November-December	GET	UNHCR conduct partner internal control assessments (ICA) where required	Current
November-December	SHOW	UNHCR prepares for the annual strategy implementation review	Current
10 December	GET	Latest deadline by when partners must submit interim Project Financial Reports	Current
15 December	GET	UNHCR approve or reject partner's requests for exceptional extensions for current year	Current
End of December	GET	Latest deadline by when UNHCR and partner amends Project Workplans for approved extensions	Current
End of December	GET	UNHCR communicate additional projects for audit following amendments of agreements as applicable	Current
End of December	GET	UNHCR verifies partners' reported interim Project Financial Report for current year	Current
End of December	GET	Project Workplans with effective start date as of 1 January in the next year are signed by all parties	Next