



**1** person forced to flee  
**is too many.**



## UNHCR's Budget process and prioritization

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# agenda

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### BIENNIAL PROGRAMME BUDGET ...

UNHCR adopted its current budget structure as of 1 January 2010. UNHCR presents consolidated budgetary requirements for 2 years.

*1<sup>st</sup> year:* High Commissioner (HC) submits the revised biennial budget, which updates the requirements for the first year and revises the requirements for the second year.

*2<sup>nd</sup> year:* Revision of the biennial budget and presentation to ExCom in the year preceding planned implementation showing updated requirements for approval.

## about budget

### GLOBAL NEEDS ASSESSMENT (GNA) ...

The unique feature of UNHCR's budget is that it is based on the Global Needs Assessment of Persons of Concern (PoCs).

*Number of PoCs = needs*

The needs have to be assessed in terms of complexity of the operation and environment taking into account UNHCR's capacity to implement, rather than on an approach linked to expected income levels.

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## about funding

### **VOLUNTARY CONTRIBUTION ...**

UNHCR depends nearly entirely on voluntary contributions.

**98%** of the revenue comes from voluntary contributions.

The regular budget from assessed contributions is a mere 2%.

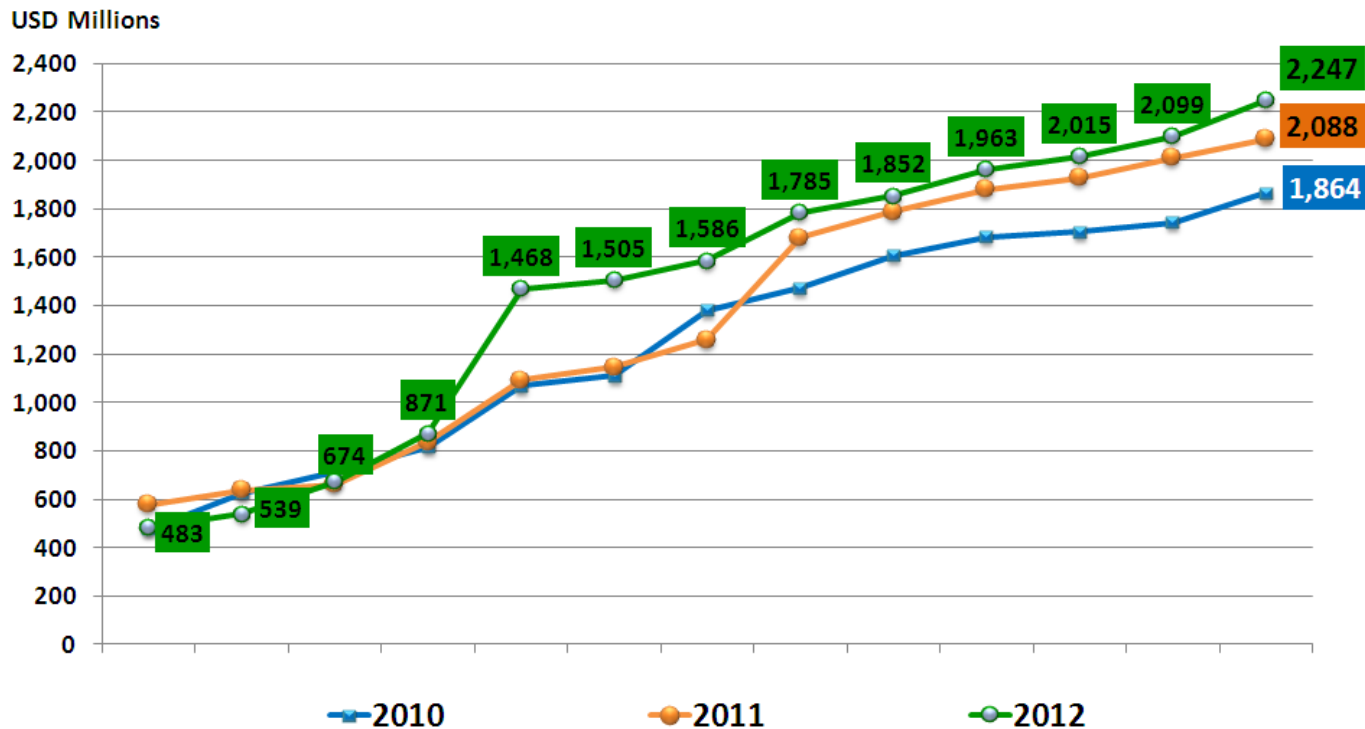
Activities are *implemented as funds are available*.

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## about funding

# Voluntary Contribution

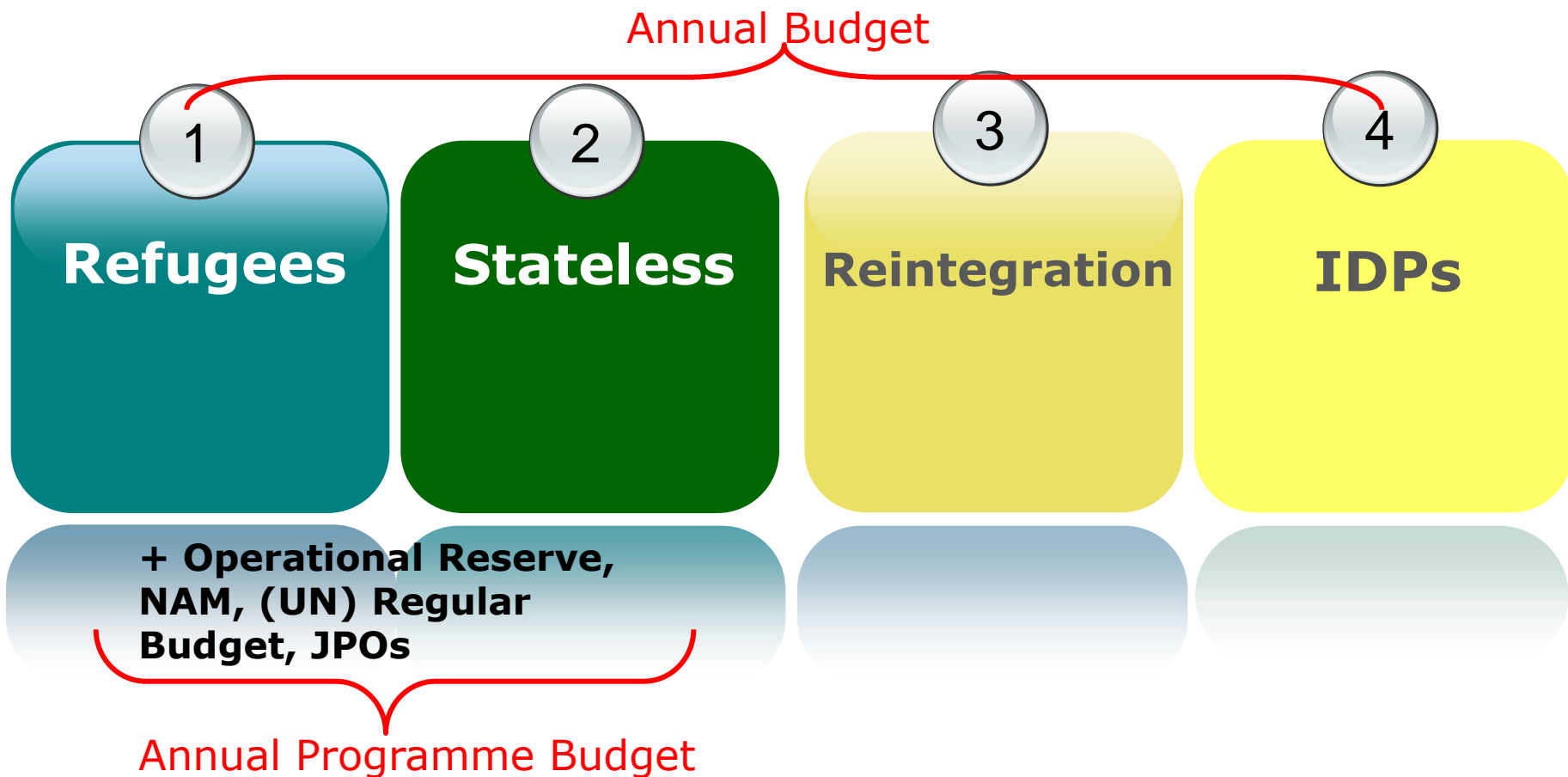
## TIMING of Voluntary Contributions 2010-2012...



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# budget presentation

## Current Pillar-based Budget Structure



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# budget prioritization

**Key prioritisation disseminated** to operations in planning instructions - key areas for priority sent in December

**Global Appeal** is prepared based on the defined needs and costs

**Set priorities** are prepared for implementation following the pledging conference respecting the priorities by donors (earmarking)

**HOWEVER: during implementation the needs change; thus reprioritisation is required**

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# budget documents

## Current Structure

**Part I** provides the key elements of the programme Budget including the Global Strategic Priorities

**Part II** focuses on programmes at the operational, regional and global level with budgetary info provided on all field programmes

**Part III** gives the details for all programme support and management and administrative costs for all posts and related activities for HQ and Field.

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## **budget** documents

### Current Annexes

#### **THE CURRENT BUDGET PRESENTATION PROVIDES EXTENSIVE ANNEXED INFORMATION (Total 13) ...**

- Expenditure/ExCom Budget/Current Budget and Proposed Biennial Budget
- Prior Year Expenditure/Biennial Budget by Operation
- Prior Year Expenditure/Biennial Budget by Global Programme
- Analysis of support costs
- Posts funded from the Regular Budget
- Resources required for programmed activities

## budget documents

### Current Annexes

- ExCom Budget/Current Budget and Proposed Budget for the year by Region/Operation, HQ and by Pillar
- Supplementary budgets
- Programme/Funding requirements
- Analysis of support costs
- Analysis of overall post levels
- Categorization of posts by PG/PS per Operation within Region
- Distribution of support posts
- Proposed budgets for field by persons of concern and by rights group

## funding gap

### 2012 Estimated budget, income and expenditure as at 31 December (EC/64/SC/CRP.7)

in millions of USD

(+) Annual Budget (needs)		<b>4,255.6</b>
(-) Funds Available	60.2%	<b>2,562.9</b>
<b>(=) Funding Gap</b>	<b>39.8%</b>	<b>1,692.7</b>

(+) Funds Available		<b>2,562.9</b>
Carry over from 2011	232.0	
Contributions	2,293.5	
Other income/adjustments	37.4	
(-) Expenditure		<b>2,332.3</b>
<b>(=) Balance</b>		<b>230.6</b>

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## funding gap

### REQUEST

Member states requested UNHCR to provide a clearer explanation of the impact of the funding gap.

### REQUIREMENT

Requirement for more detailed information on implementation and the GNA as existing information was not sufficiently transparent.

## funding gap

The budget document is not a programme performance or implementation report. Annual Global Report and Budget document are complementary to each other.

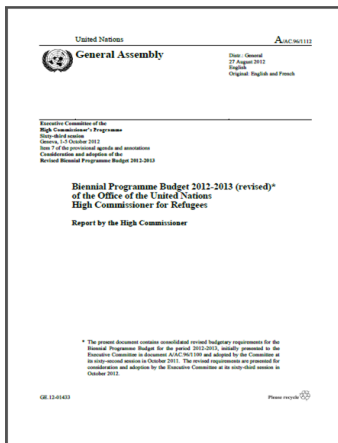
**Budget document** = **Plan (estimates)**  
*submitted in September for the following year (e.g. 2014)*

**Annual Global Report** = **Implementation report (actuals)**  
*submitted in June for prior year (e.g. 2012)*

# funding gap

## PROPOSED IMPROVEMENTS/ADDITIONAL INFORMATION ON THE GAPS, IN RESPONSE TO THE SC REQUEST

### Numbers



in the **budget document**

### Programmatic explanations /implications



in the **Annual Global Report**

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## funding gap

### PROPOSED IMPROVEMENTS/ADDITIONAL INFORMATION ON THE GAPS, IN RESPONSE TO THE SC REQUEST

Improved information will show:

Funding spent by situation

Shortfalls and the related reason for such shortfall

*in the **budget document***

*in the **Annual Global Report***

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## funding gap

### EXAMPLE improved information in budget document

#### ASIA AND PACIFIC FUNDING SITUATION 2012

Expenditure and budgets by Pillar				
(In thousands of USD)	GNA	Funds Available	2012 Actuals	Gap (GNA vs Actuals)
Pillar 1				
Refugee Programme	281,349.7	126,898.9	171,520.2	39%
Pillar 2				
Stateless Programme	18,297.5	8,252.9	11,317.9	38%
Pillar 3				
Reintegration Programme	108,269.4	48,833.4	54,906.1	49%
Pillar 4				
IDP Projects	117,357.7	52,932.6	71,649.8	39%
<b>Total</b>	<b>525,274.4</b>	<b>236,917.8</b>	<b>309,393.9</b>	<b>41%</b>

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## funding gap

### EXAMPLE improved information in Global Report

#### ASIA AND PACIFIC FUNDING SITUATION 2012

**PILLAR 1:** Protection/assistance to refugees/asylum seekers in host countries and immediate assistance upon return in country of origin.

*Due to funding gap, the following activities could not take place, thus could not fully meet targets within Favorable Protection Environment, Basic Needs/Essential Services, Durable Solutions and Self Reliance.*

#### EXAMPLES

➤ **Iran:** infrastructural improvements and rehabilitation in most of the refugee settlements, including housing, gas heating system and water purification and distribution system *could not take place*. 75% of 5,000 refugees, who were targeted for third country resettlement out of Iran, *could not be processed*. 60% of the refugees *did not have access* to the secondary health care. 20,000 vulnerable refugee woman of reproductive age in urban areas *could not be provided* with sanitary kits.

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## funding gap

### EXAMPLE improved information in Global Report

- **Afghanistan:** UNHCR *could not provide* specialized non-food item assistance to all targeted vulnerable families/individuals, including women at risk.
- **Pakistan:** Due to funding shortfall, UNHCR needed to focus mainly on refugees living in refugee settlements in rural areas and *only small* numbers in urban areas received assistance, which is more costly.
- **Malaysia/Indonesia/India/Nepal:** UNHCR *could not meet* basic needs of increasing number of urban refugees, who are scattered throughout cities, particularly in basic health care and primary education.
- **India:** *Backlog* of some 1,600 newly arrived asylum seekers for registration and 3,560 registered asylum seekers for Refugee Status Determination process due to lack of man power.

# FEEDBACK AND Q&A

THANK YOU

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