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?
Selection / retention

Formalization

Implementation and monitoring

Closure

2020

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

2021

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

2022
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
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
Selection / retention

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2021

2022
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Project Reporting, Oversight and Monitoring Solution in place
Monitoring practices (e.g., remote and AAP) improved and integrated
### UNHCR’s Results Areas

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### Access to Territory, Registration and Documentation
- Possible Coverage: Access to territory, documentation, and management of reception/branch registration and identification, registration and profiling, legal identity and documentation.

### Status Determination
- Possible Coverage: Status determination, identification, registration, and profiling, legal identity and documentation.

### Protection Policy and Law
- Possible Coverage: Administrative support, management of international and regional instruments, strategic, legal, and policy advocacy.

### Gender-Based Violence
- Possible Coverage: Gender-based violence prevention, risk mitigation, and response.

### Child Protection
- Possible Coverage: Community-based child protection services, including child identification, protection, and care.

### Safety and Access to Justice
- Possible Coverage: Specific needs of children, children in conflict, and children associated with armed groups.

### Community Engagement and Women’s Empowerment
- Possible Coverage: Community engagement, peace education, and women’s empowerment.

### Sustainable Housing and Settlements
- Possible Coverage: Housing, emergency shelters, transitional and permanent housing, and other shelter-related activities.

### Healthy Lives
- Possible Coverage: Primary health care, mental health care, and behavioral health.

### Education
- Possible Coverage: Primary education, secondary education, and vocational training.

### Clean Water, Sanitation, and Hygiene
- Possible Coverage: Water systems, sanitation, and hygiene.

### Self Reliance, Economic Inclusion and Livelihoods
- Possible Coverage: Self-employment, mercantilism, agriculture, fishing, and economic opportunities.

### Voluntary Resettlement and Sustainable Reintegration
- Possible Coverage: Voluntary return and repatriation, organization.

### Resettlement and Complementary Pathways
- Possible Coverage: Resettlement, voluntary return, and repatriation.

### Systems and Processes
- Possible Coverage: Systems renewal, partner management, funding, and financial management.

### Operational Support and Supply Chain Management
- Possible Coverage: IT support, travel, finance, procurement, and supply chain management.

### Human Resources Management
- Possible Coverage: Workforce management, organizational development, and development.

### Communication and Advocacy
- Possible Coverage: Communication and advocacy, public and private sector engagement.

### External Engagement and Resource Mobilization
- Possible Coverage: External engagement, resource mobilization, and strategic partnerships.

### Leadership and Governance
- Possible Coverage: Leadership, governance, and coordination, evaluation, and audit.
Selection / retention

Formalization

Implementation and monitoring

Closure

**Selection of Partners** informed by multi-year strategies and plans
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Capacity / risk assessment improved and integrated (e.g., PSEA, PQP)

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

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

2020               2021               2022
- 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 (# budget lines)
PA signature more timely (% signed by 31 Dec)
More multi-year strategies in multi-year countries (# and % of MYA)
RLO’s with direct partnership agreements (# RLO’s; $ through RLO’s)
More timely capture of reports (time and #)
Reporting burden reduced (ave. # of adhoc reports)
Faster release of instalments (ave. time between financial report and instalment release)
Inconsistent approaches reduced (standard deviation of above)

Stakeholders (internal and external) recognize (annual survey)
Principles of Partnership are present in processes

Maintain confidence of stakeholders (analysis of findings from UNBOA, OIOS)
3. Your feedback and thoughts