UNISDR Work Planning Framework

Table of Contents

1. Work Planning

Planning is the process by which you determine whether you should attempt the task, work out the most effective way of reaching your target, and prepare to overcome unexpected difficulties with adequate resources. It is the start of the process by which you turn empty dreams into achievements. It helps you to avoid the trap of working extremely hard but achieving little.
Planning is an up-front investment in success by applying the planning process effectively you can:

- Avoid wasting effort*:*
  It is easy to spend large amounts of time on activities that in retrospect prove to be irrelevant to the success of the project. Alternatively you can miss deadlines by not assessing the order in which dependent jobs should be carried out. Planning helps you to achieve the maximum effect from a given effort.
- Take into account all factors, and focus on the critical ones*:*
  This ensures that you are aware of the implications of what you want to do, and that you are prepared for all reasonable eventualities.
- Be aware of all changes that will need to be made*:*
  If you know these, then you can assess in advance the likelihood of being able to make those changes, and take action to ensure that they will be successful.
- Gather the resources needed*:*
  This ensures that the project will not fail or suffer for lack of a critical resource.
- Carry out the task in the most efficient way possible
  So that you conserve your own resources, avoid wasting ecological resources, make a fair profit and are seen as an effective, useful person.

2. Approach and Definitions

All activities under the UNISDR secretariat should be planned using a Result Based Management approach. An RBM is a strategy by which an organization ensures that its processes, products and services contribute to the achievement of desired results (outputs, outcomes and impacts). RBM rests on clearly defined accountability for results, and requires monitoring and self-assessment of progress towards results, and reporting on performance.

The UNDG definitions (see Annex 1) for results based management will be used and adopted by UNISDR for this purpose.

The Work Plan should follow the logical framework, which is based on the principle of cause and effect - if the means are provided, and then the ends will be achieved. Each level provides the rationale for the next level down: the goal helps to define the objectives; the objectives define the outcomes, the outcomes define the outputs, and so on.

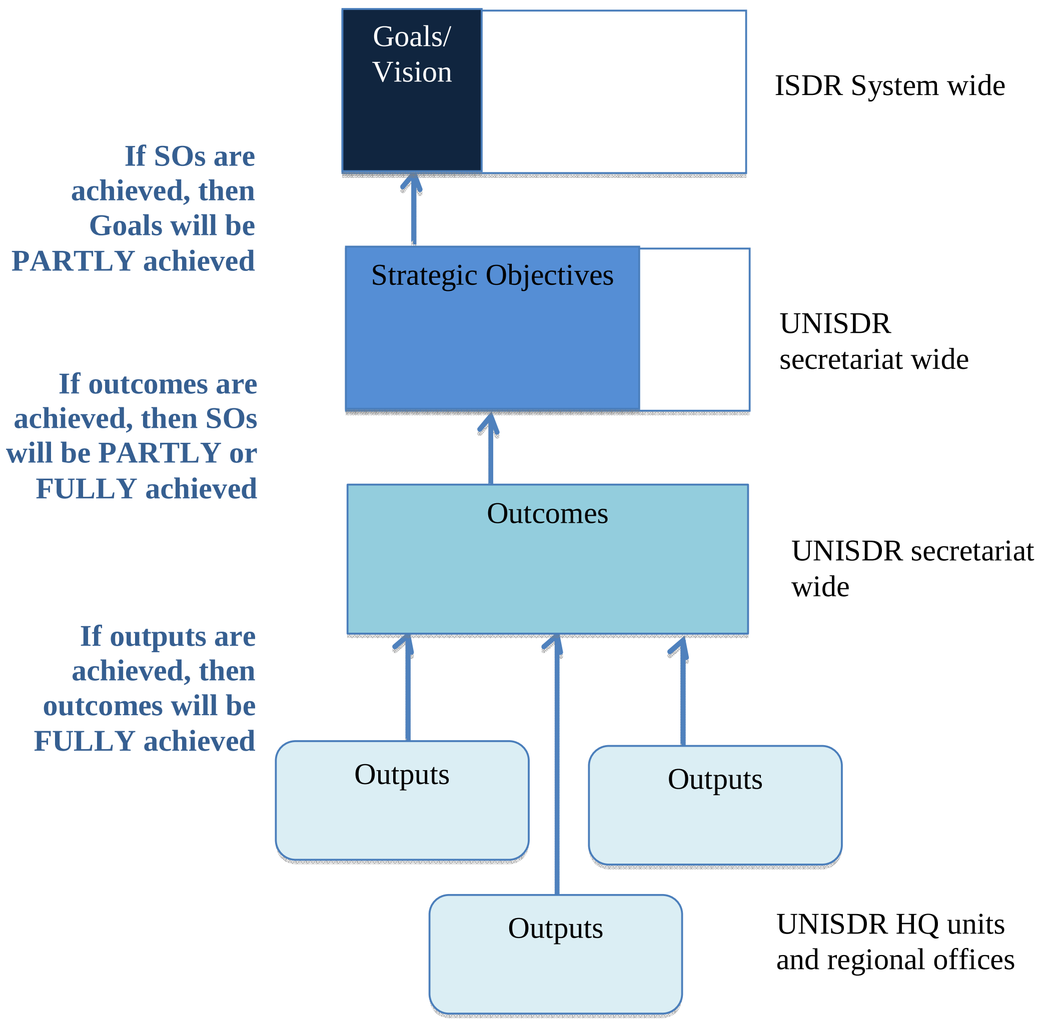
A logframe is a management tool used to improve the design of interventions, most often at the project level. It involves identifying strategic elements (inputs, outputs, outcomes and impact) and their causal relationships, indicators, and the assumptions and risks that may influence success and failure. It thus facilitates planning, execution and evaluation of a development intervention.

The successful completion of each level of the hierarchy is also necessary for the achievement of the next higher level. Thus project inputs and activities produce outputs, and outputs produce outcomes; these outcomes are expected to achieve the strategic objectives; achieving the strategic objectives contributes to the attainment of the goal.

The necessary and sufficient conditions within the vertical logic are important:

- Achieving the strategic objectives is necessary but not sufficient to attain the goal.
- Producing the outcomes is necessary but may not be sufficient to achieve the strategic objectives;
- Activity outputs are necessary and sufficient to produce the required outcomes.

This vertical logic is shown in the figure below.



3. ISDR Strategic framework for 2025

Vision: The substantial reduction of disaster losses, in lives and in the social, economic and environmental assets of communities and countries.

Mission: UNISDR supports the International Strategy for Disaster Reduction and related instruments, like the Hyogo Framework for Action, to assist government and institutions to reduce the impacts of disasters on lives and in the social, economic and environmental assets of communities and countries.

4. Strategic Objectives for the Quadrennium

Strategic Objectives (SOs) for a quadrennium should be adopted by the SMT, which ideally should remain the common objectives for the two biennia within this period. Once finalized, the quadrennial plan needs to be communicated to all units and regions at least SIX months in advance.

5. Outcomes

The intended or achieved short-term and medium-term effects of an intervention's outputs, usually requiring the collective effort of partners. Outcomes represent changes in development conditions, which occur between the completion of outputs and the achievement of impact.

The "Outcomes" are statements of anticipated results or can also be termed as operational objectives. Outcomes are stated in measurable terms and tell the grantor who will do what, when, how much, and how it will be measured. A concrete statement describing what the project is trying to achieve. The outcome should be written at a low level, so that it can be evaluated at the conclusion of a project to see whether it was achieved or not. Outcomes are usually specific statements (they are actually a particular kind of goal) that contribute to the achievement of "bigger" goals. In other words they are actually goals, but they are more specific. Another term for Outcomes within a strategic planning framework is to call these "enabling goals", since, if you hit all your objectives, they will contribute to the achievement of the larger strategic goal(s), they enable.

Outcomes are the key to unlocking any communications or performance improvement initiative. Before you communicate information of any sort, ask yourself: "What do I want my audience to be able to do after this communication that they might not have been able to do before?" The answer is the foundation and the structure for your work on the project:

Ideally, the outcomes developed should define or estimate the cost, source of funds and duration for delivery.

At the end of a biennium outcomes maybe revisited, depending on the organizations financial and substantive performance for these outcomes in that biennia. This review could be conducted by forming task teams.

6. Outcome Indicators

Indicators are the quantitative or qualitative variables that provide a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of an organization against the stated outcome. Outcome indicators help to answer two fundamental questions: "How will we know success or achievement when we see it? Are we moving toward achieving our desired outcomes?"

Indicators are needed for all levels of the results-based M&E system, meaning that indicators are needed to monitor progress with respect to activities, outputs, outcomes, and goals. Progress needs to be monitored at all levels of the system to provide feedback on areas of success and areas in which improvement may be required.

What is the ideal number of indicators for any one outcome? The minimum number that answers the question: "Has the outcome been achieved?"

We should however, be mindful that every indicator has cost and work implications. In essence, when we explore building M&E systems, we are considering a new M&E system for every single indicator. Therefore, indicators should be chosen carefully and judiciously. It should be noted also that it would take more than one try to develop good indicators. Arriving at a final set of appropriate indicators will take time.

While developing Indicators it is necessary to review the indicator bank (refer: section 6.4). Ideally, outcome indicators should also define the target audience and geographic coverage.

Table 1. Selection criteria for indicators

Indicator selection criteria	**Outcome**	**Poor proposal for an indicator**	**Why indicator is inadequate**	**Possible refinement of indicator** *(within a given timeframe)*
Specific or "Precise meaning"	Better understanding of UN mandates and UN work.	Government officials, social leaders speak about UN.	Who one should consider a social leader is arguable. No baseline/target.	Number of parliamentary or media references to (specified) UN conferences or resolutions up from 10 to 30 per year.
Specific or "Valid "	Job creation through micro-enterprise.	Micro-capital finance available in 5 regions, up from 2.	Availability of finance is a *means*, not an end result. The *purpose* is to create employment growth.	Increase from 200 to 500 in number of people *employed* by trained micro-enterprises.
Measurable or "Practical"	Enhanced capacity of school planning system.	Improved job prospects for those who leave school early.	Job prospects can only be assessed when students graduate – many years from now. No baseline/target.	Increase in school enrolment rate from 85% to 95%.
Attainable or "Clear direction"	Transparency in public sector finances.	Reduced number of corruption cases.	Transparency awareness may (at least initially) lead to number of prosecutions going *up* – not *down.* No baseline/target.	Policy and practice changed to make protocols of tender board meetings available for public inspection (yes/no).
Relevant or "Owned"	Local development planning	Increase from 50 to 200 in	Beneficiaries do not care about how many proposals are	Percent of local development funds actually

	responds to priorities of the poor.	number of community funding proposals submitted to local planning authority.	*received*, but how many are *approved.*	allocated to community initiatives (submitted by NGOs, CSOs) increased from 25% to 50%.
Trackable or "Data availability"	Professional standards and independen ce of media strengthene d.	Quality of journalistic coverage in terms of independen ce, ethics, professional standards as well as coverage of vulnerable groups.	Too many elements in the indicator, all open to subjective judgment. No national data collection. No baseline. Can have professional standards without covering vulnerable groups.	Increase in number of media independently established and financed (from 2 to at least 6). Public survey results with satisfaction with ethical media coverage of at least 40%.

6.2 Establish Baselines for outcome indicators

It is important to determine baselines for all indicators, as this will establish where we are at present relative to the outcome we are trying to achieve. A performance baseline is information—qualitative or quantitative—that provides data at the beginning of, or just prior to, the monitoring period. The baseline is used as a starting point, or guide, which could be used to monitor future performance. Baselines are the first critical measurement of the indicators.

The challenge is to obtain adequate baseline information on each of the performance indicators for each outcome. This can quickly become a complex process. It is important to be judicious in the number of indicators chosen, because each indicator will need data collection, analysis, and reporting systems behind it.

Ideally, progress against previous Biennium indicators should form baselines for next biennium.

There are eight key questions that should be asked in building baseline information for every indicator. (These questions continue to apply in subsequent efforts to measure the indicator.)

- What are the sources of data?
- What are the data collection methods?
- Who will collect the data?
- How often will the data be collected?
- What is the cost and difficulty to collect the data?
- Who will analyze the data?
- Who will report the data?
- Who will use the data?

6.3. Set realistic targets

After gathering baseline data on indicators, the next step is to establish results targets—what can be achieved in a specific time toward reaching the outcome. In essence, targets are the quantifiable levels of the indicators that an organization wants to achieve by a given time. We need to be realistic in setting targets, as we "set the height of the bar" that we promise to jump over in the course of the work plan. Make sure to rather under-plan than over-plan; it is always better to outperform the indicators and targets later than to not achieve them.

One-way to do this is to reviewing and utilizing past performance. If we are diligent in measuring baselines and have over the course of several reporting periods measured a number of indicators against performance, then we can use these measurements against baselines to set our targets for the future. In effect we can observe how we have performed over the previous few years before projecting future performance targets against similar indicators. Moreover, it is necessary to be aware of and plan to utilize the outputs or outcomes that have produced good results in the last work-plan cycle. These could possibly be your "diamonds" from the last cycle and would still have the potential to leverage positive impact on the outcomes of the next bi-annum's plan.

Another approach is to consider available resources and organizational capacity to deliver activities and outputs. The expected funding and resource levels—existing capacity, budgets, personnel, funding resources, facilities, and the like—throughout the target period are constraints and boundaries that will define if our targets are realistic or not.

In addition, we also need to consider if there are political, organizational or programmatic ramifications for either meeting or not meeting targets. Are other agencies dependent on outcomes of our work? Will certain stakeholders rely on our promised deliverables?

Setting realistic targets involves the recognition that most desired outcomes are longer term, complex, and not quickly achieved. Thus, there is a need to establish targets as short-term objectives on the path to achieving an outcome. UNDP articulated this well when it noted in 2002 that it is important to set interim targets over shorter periods of time when inputs can be better known or estimated. "Between the baseline and the . . . [outcome] there may be several milestones [interim targets] that correspond to expected performance at periodic intervals."

This means that having a longer view or strategy in target setting also helps as a specific work plan covering two years may only deliver part of the desired outcomes and results, and thus need follow-up over the coming years.

6.4. Use an indicator bank

To ensure indicators aggregate, are based on previous baselines and have methods of measurement already in place, it is good to encourage the use of a standard indicator bank. The indicator bank is a database of frequently used indicators from past work plans, with data on baselines, rates of accomplishments of targets, methods of measurements, and responsible persons in charge of each indicator.

While establishing an indicator bank it is necessary to ensure that only those indicators are retained which are not specific to the previous biennium. The indicators that are banked should also be related to core work areas of the secretariat, accumulate and be re-usable.

As much as possible, when new indicators are to be created, they need to be banked so that other units can also easily access and use them.

Table 2: Examples of outcomes and outcome indicators

Expected outcome	**Outcome indicator**
The policy, legal and regulatory framework reformed to substantially expand connectivity to information and communication technologies (ICT) (Poverty, G2-SGN2-SASN3)	Estimated number and proportion of the population with access to the Internet, disaggregated by gender
Increased effectiveness of parliament to perform its oversight functions (Governance, G1-SGN2-SASN1)	Mechanisms for accountability such as a Public Accounts Committee are in place to ensure legislative oversight
Fair and efficient administration of justice (Governance, G1-SGN2-SASN3)	Level of public confidence in the justice system
The national policy framework reformed to achieve universal access to basic services (Poverty, G2-SGN2-SASN2)	Proportion of the poor covered by institutionalized social security and insurance schemes (pensions, health, unemployment) or transitory safety nets (programmes for temporary unemployment, food-based or cash transfers)
Women's organizations enabled to advocate and monitor improvements in the status of women (Gender, G4-SGN1-SASN3)	Existence of national legislation and measures to provide an enabling environment for women's non-governmental organizations (NGOs)
Systematic monitoring of progress in linking national development targets with globally agreed goals (UN Support, G6-SGN1-SASN2)	A comprehensive monitoring and evaluation system created and applied to track progress in the country's human development in the context of PRSP

Source: Adapted from the Strategic Results Frameworks of Gabon, Kyrgyzstan, Nepal, Tanzania and Venezuela, 2001.

7. Outputs

Outputs are the products and services, which result from the completion of activities within a development intervention.

After establishing the outcomes, define the actual product or service that meets those objectives. This products or services are called "Outputs". Where appropriate, you can record information about the outputs in your project. Outputs are tangible, verifiable and measurable results / deliverables that are delivered from the project. To be verifiable, the outputs must meet predetermined standards for its completion, such as design specifications for a product (like a new car) or a checklist of steps that is completed as part of a service (like maintenance of factory machinery).

Ideally, each unit or regional office should not have more than 2 outputs per outcome of the work plan and should include the estimated cost for delivering the outputs with a practical forecast of duration.

In addition, it would be ideal if there is a standard description of outputs for key activities of UNISDR as described in its work plan, so that these are used in a similar way by various units and regional offices. For example, a common description and use of terms to describe meetings, guidelines and technical support would be useful.

These common descriptions of activities will be built in the course of the development of the biennial work plan starting with the 2012-2013 biennial work plan.

8. Output Indicators

Output indicators help determine if we have been able to achieve the desired outputs. It is strongly advised to restrict to THREE indicators per output. Similar requirements on making indicators SMART, setting baselines and targets apply to output indicators.

Table 3: Indicators according to relationship between output, outcome and impact

Area / Result	Water supply	Women's empowerment	Environment	Human rights
Output	Number and type of wells installed	Number of loans given and repaid as agreed	Number of species planted properly and surviving	Number and category of people given training or other types of support
Outcome(s)	The number and proportion of population with sustained availability of clean water for proper domestic use	Percentage of women with increased disposable income, expanding their options towards diverse social and economic roles	New areas reforested and sustainable agricultural practices applied Better economic opportunities for indigenous or isolated communities	More active censure of politicians and law-enforcing agencies Greater financial allocation by government to monitor and address human rights abuse
Impact	Reduction in ill health and mortality	Improved economic control, choice and status with respect to men	Retention or increase in forest areas	More transparent, accountable state behaviour with reduction in political arrests

9. Results Chains

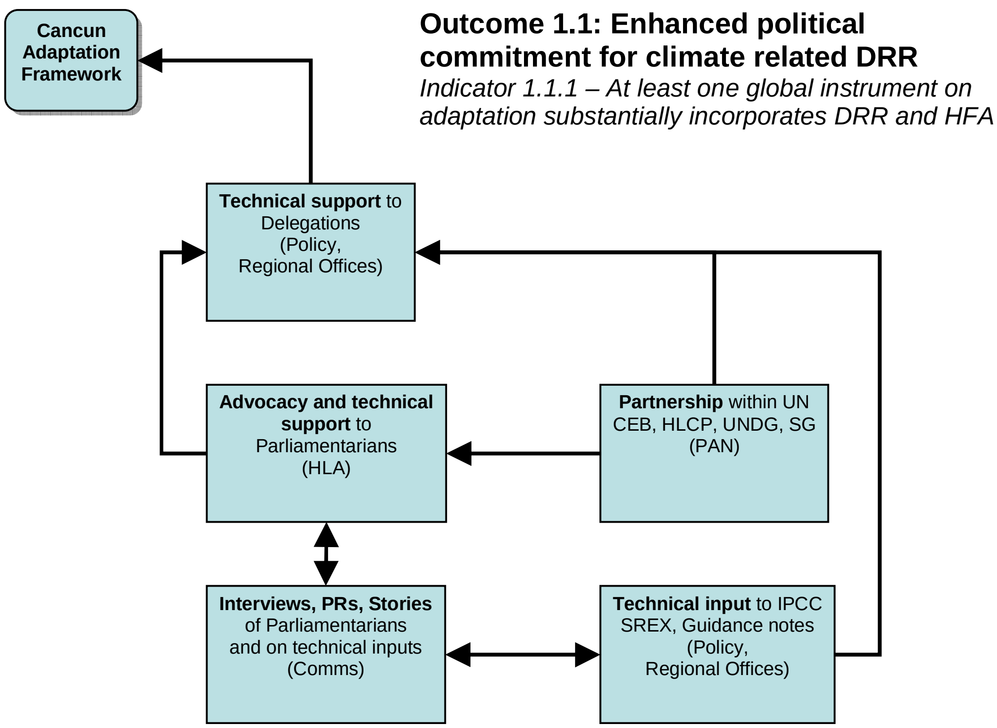
Results chains are defined by UNDG as the causal sequence for a development intervention that stipulates the necessary sequence to achieve desired objectives – beginning with inputs, moving through activities and outputs, and culminating in outcomes, impacts and feedback. In some agencies, reach is part of the results chain. It is based on a theory of change, including underlying assumptions.

For UNISDR, we focus on the results chains linking the outputs of the various units and regional offices to achieve the desired outcomes which in turn support a Strategic Objective of the work plan.

Every unit is required to plan its activities, outputs and outcomes in line with a results chain, leading to one of the Strategic Objectives. In defining their input to a results chain, units should consult with other units that are working toward the same SOs and Outcomes to ensure a common, coordinated and complementary approach for the best possible achievement of the desired outcome.

The RBMS team will analyze the results chains in order to determine if enough outputs in the proper combination are available to deliver the desired outcomes. Dependencies should particularly be looked into especially is some outputs have no secured funding and their delivery is dependent on raising resources.

A sample results chain for the 2010-2011 BWB is given below.



10. Main Activities

Main activities are a group of actions taken or work performed through which inputs, such as funds, technical assistance and other types of resources are mobilized to produce specific outputs. Main activities should be broad in nature and should not contain extra information at the task level. Main activities should be very objective in nature and should be narrated in simple language under the relevant outputs adopted from the Regional Work Plan.

10.1 Components of Main Activities

Every main activity must address seven components essential for proper implementation. No work plan is considered complete without these seven components. These components are described hereunder:

S #	Category	Component	Purpose	Description
1	WHAT	UNIT	What we want to implement / achieve	***Unit:*** *Unit of measurement / should be defined against each activity in order to measure the level of achievement against each activity*
2	WHERE	LOCATION	Where we want to Implement	***Region / Country:*** *Location for the implementation of each activity should be clearly defined*
3	HOW	TARGET	How much we want to implement / achieve	***Target:*** *Numeric target should be defined against each activity.*
4		STRATEGY / APPROACH	How we want to implement / achieve	***Implementing strategy:*** */ approach for proper implementation of the activities should be clearly defined against main activity. This will address, what method / approach should be used for the implementation of activities, what stakeholders / actors should be involved and what will be the relationship between the implementation organization and other stakeholders involved in the implementation of the activities.*
6		Resources	How much resources (Financial / Human(	***Estimated Resources:*** *How much financial and human resource is required against each main activity must be clearly defined.*
6	WHO	Target beneficiaries	Who is going to get benefit	***Partners / Stakeholders:*** *For whom the activities is designed to benefit; Target beneficiaries should be clearly defined against each activities*
7		Responsibility	Who is responsible for implementation	***Officer in Charge:*** *Responsible officer must be defined for each main activity for proper implementation and tracking of main activities. It means that officer identified will be responsible for implementation and follow-up of their relevant activities*
8	WHEN	TIME	When we want to implement / achieve	*Main activities must have defined timeline (Starting and Ending Month and / or Quarter)*

11. Activities

Starting from outputs, the work breakdown structure follows following mechanism in order to complete comprehensive result based planning:

- Outputs
  Organize the outputs by taking the highest level and noting that as level 1. ***(these can be called as "Outputs" in our Work Plan)***. Also devise some output level indicators at this level in order to measure the actual achievements against the intervention.
- Main Activities
  Breakdown the level 1 outputs into smaller more manageable outputs. Do this for as many outputs as possible ***(these can be called as "Main Activities" in our Work Plan)***. At the Main Activity level, following components also have to address in order to have comprehensive planning:
  1) *Estimated Resources* required to complete the Main Activities
  2) *Estimated Work Weeks* for the completion of Main Activities
  3) *Responsible Officer* for the completion of Main Activities
- Activities
  Whenever possible breakdown or "decompose" the outputs into a 3rd or even 4th level if possible. ***(These can be called as "Activities" in out Work Plan)***.

12. Sample Format for Work Planning

Strategic Objectives	Outcomes	Outcome Indicators	Outputs	Output Indicators	Main Activities	Responsible Officer	Estimated Human (Staff months) and Financial (USD) Resources Required	Est. Work Weeks
Work Area 1	**Outcome 1.1**	*Indicator 1.1*	Output 1.1.1	*Indicator 1.1.1.1*	Main Activity 1.1.1a	Officer 1	XXXXXX	XXX
					Activity 1 (with details of timing, expenditures and tasks)			
					Activity 2 (with details of timing, expenditures and tasks)			
				Indicator 1.1.1.2	Main Activity 1.1.1b	Officer 2	XXXXXX	XXX
					Activity 1 (with details of timing, expenditures and tasks)			
					Activity 2 (with details of timing, expenditures and tasks)			
	Outcome 1.2	*Indicator 1.2*	Output 1.2.1	*Indicator 1.2.1.1*	Main Activity 1.2.1aa	Officer 3	XXXXXX	XXX
					Activity 1 (with details of timing, expenditures and tasks)			
					Activity 21 (with details of timing, expenditures and tasks)			
				Indicator 1.2.1.2	Main Activity 1.2.1b	Officer 4	XXXXXX	XXX
					Activity 1 (with details of timing, expenditures and tasks)			
					Activity 2 (with details of timing, expenditures and tasks)			
Work Area 2	**Outcome 2.1**	*Indicator 2.1*	Output 2.1.1	*Indicator 2.1.1.1*	Main Activity 2.1.1a	Officer 1	XXXXXX	XXX
					Activity 1 (with details of timing, expenditures and tasks)			
					Activity 2 (with details of timing, expenditures and tasks)			
				Indicator 2.1.1.2	Main Activity 2.1.1b	Officer 2	XXXXXX	XXX
					Activity 1 (with details of timing, expenditures and tasks)			
					Activity 2 (with details of timing, expenditures and tasks)			
	Outcome 2.2	*Indicator 2.2*	Output 2.2.1	*Indicator 2.2.1.1*	Main Activity 2.2.1a	Officer 3	XXXXXX	XXX
					Activity 1 (with details of timing, expenditures and tasks)			
					Activity 2 (with details of timing, expenditures and tasks)			
				Indicator 2.2.1.2	Main Activity 2.2.1b	Officer 4	XXXXXX	XXX
					Activity 1 (with details of timing, expenditures and tasks)			
					Activity 2 (with details of timing, expenditures and tasks)			

13. Example of Work Breakdown Structure *(Sub-Activities and Tasks)*

Component	Definition	Examples
STRATEGIC OBJECTIVES	Priority area of work, under which, programmes / projects are designed to achieve certain outcomes / Outputs. Strategic Objectives are your vehicle for the change, planned in the strategic document/s.	Measurable reduction of disaster losses achieved through optimal investments in DRR

<u>Relationship:</u> One to Many

Component	Definition	Examples
OUTCOMES	The "Outcomes" are statements of anticipated results or can also be termed as operational objectives	International and national commitments for disaster risk reduction are increased, using benchmarks for promotion
Outcome Indicators *(As many as necessary)*	• Baselines • Targets	• What are the sources of data? • What are the data collection methods? • Who will collect the data? • How often will the data be collected? • What is the cost and difficulty to collect the data? • Who will analyze the data? • Who will report the data? • Who will use the data?

<u>Relationship:</u> One to Many

Component	Definition	Examples
OUTPUTS	Outputs are tangible, verifiable and measurable results / deliverables that are delivered from the project.	Methodology to measure national and international investments in DRR developed with regional inputs and applied by countries in Asia and Pacific
Output Indicators *(Max 3 per output)*	• Baselines • Targets	• What are the sources of data? • What are the data collection methods? • Who will collect the data? • How often will the data be collected?

		• What is the cost and difficulty to collect the data? • Who will analyze the data? • Who will report the data? • Who will use the data?

<u>Relationship:</u> One to Many

MAIN ACTIVITIES	Main Activities are <u>"level 1"</u> outputs into smaller more manageable outputs. Dinner may have a Level 2 that sub divides into Appetizers, Entre, Desert and Place Settings.	Convene and support the ISDR Asia Partnership

<u>Relationship:</u> One to Many

ACTIVITIES	Activities are the <u>"level 2"</u> breakdown or "decompose" the outputs into a 3rd or even 4th level if possible. Entre can be decomposed into level 3 with Protein and Vegetables. Protein might be broken down into level 4 with Proteins for Vegetarians and Proteins for Non-Vegetarians	Organize an IAP meeting in Bangkok, in March 2010 *(Including, Amount allocated at the time of planning, Time Frame and responsible officer)*

<u>Relationship:</u> One to Many

TASKS	Tasks are <u>"level 3"</u> of the work breakdown structure created for the actual "Work Packages". A Work Package is an element of the output that is small enough for the Project Manager to calculate the amount of time, materials, and human resources needed to produce it	1. Arrange travel of representatives to attend IAP meetings in March 2010 (Including Fund source, Budget Line, Amount, and Time Frame) 2. Develop Meetings Package for IAP meeting in March 2010 (Including Fund source, Budget Line, Amount, and Time Frame)

14. Financial planning / management

<u>14.1 Costing of a Work Plan</u>

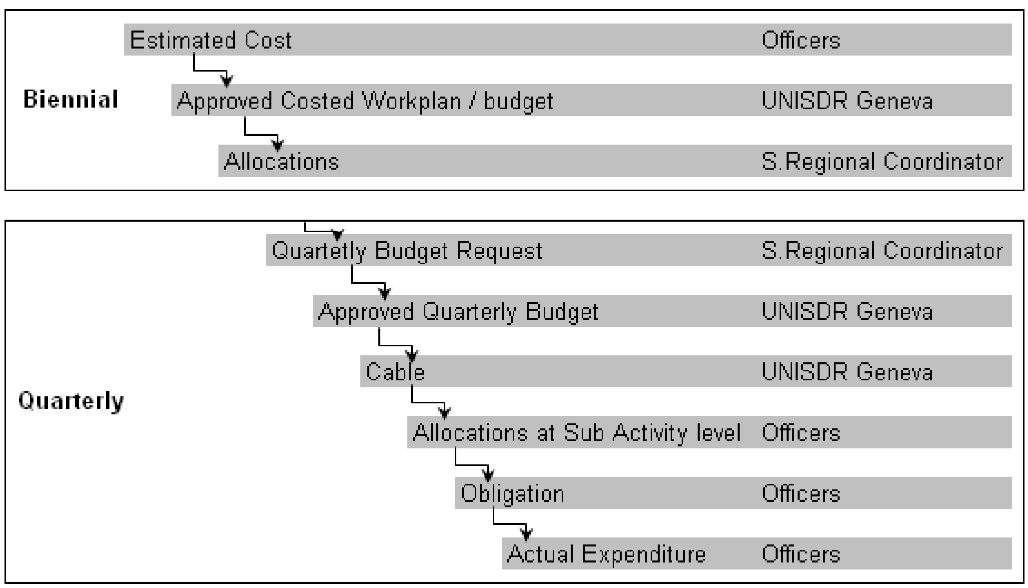
In UNISDR Biennial work plan, estimated cost required against each main activity consists of three types of finances on the yearly basis:

- Activity Costs
- Staff / Human Resources Costs and;
- Office Recurring / Administrative Costs.

Activity and Staff Costs are mentioned separately in the biennial work plan however, estimated cost for office recurring / administrative cost is included in the planed main activities costs, by distributing it equally amongst all the main activities. Once UNISDR HQ approves the work plan along with the allocated budgets for the biennium, at this stage, the work plan then becomes the “Costed Work Plan”.

Costing will be done after the draft work plan has been submitted and accepted by SMT. Unit work plans will be screened against a predicted available budget for 2012-2013, and work plan cuts executed where necessary. The Finance Officer in consultation with the SRSG will approve the final work and cost plans.

After approval, unit heads and regional coordinators further approve allocations to the programme officers, against the requested / estimated costs for each Main Activity of the biennial work plan. Once approved by the unit heads or regional coordinators, the designated officers start their activity planning for the implementation of the planned activities, by generating request on the quarterly basis for the required resources. This process can also be explained through following diagram:



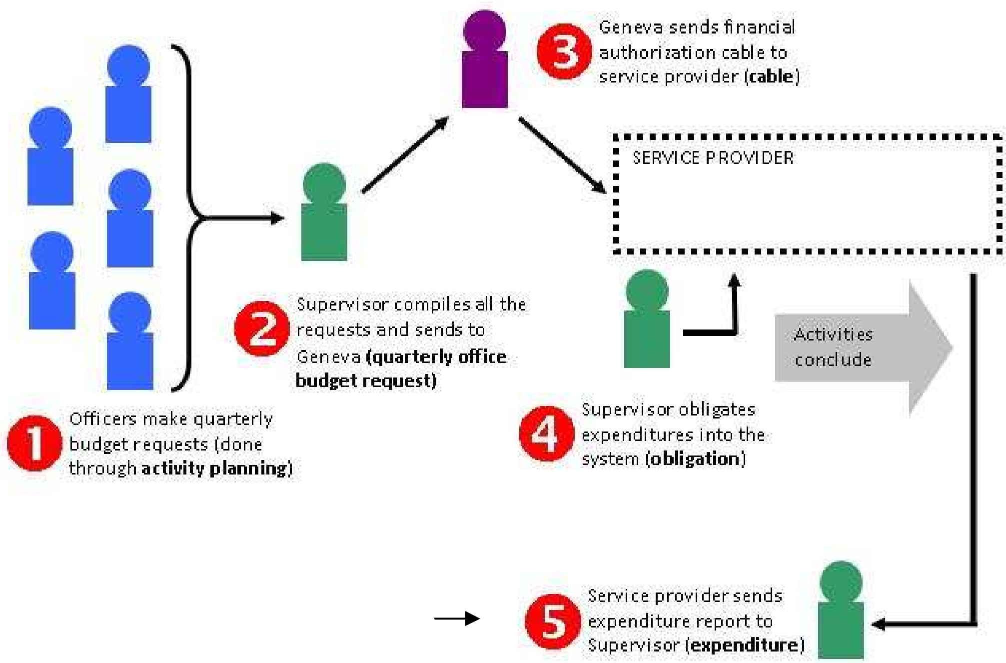
<u>14.2 Financial Management</u>

Although UNISDR Global secretariat approves total but for the whole biennium at the time of planning, but disbursement of financial resources from Geneva Office is done on quarterly basis. All the UNISDR Officers are responsible of compiling a quarterly budget request against their planned activities and submit it to Senior Regional Coordinator for compilation and submission to Geneva office. Geneva office approves this budget with some changes and sends cable to UNISDR secretariat for obligations through the Service Provider *(can be any of the UN agency, depending on the contractual agreement made by UNISDR secretariat)*. Multiple cables can be sent against single budget request depending on the arrangements and availability of resources in the Geneva office. This process can be explained through following steps and diagram.

UNISDR secretariat takes a five step process to manage finances of any office:

- The first step is activity planning, which is undertaken by respective officers

- The second step is for a supervisor to collect all the budget requests from activities by various officers. Ideally this should be done quarterly. This is then sent in a consolidated manner to the finance officer in ISDR Geneva.
- The third step is the financial authorization (or cable) being sent by ISDR Geneva to the service provider of the respective offices.
- The fourth step is, based on what activities start, supervisors in each office manages and keeps track of all the obligations
- The fifth and last step is, once the activities have concluded, for the service provider to send to the supervisor the actual expenditure reports against the obligations.



Even with the availability of the above mechanisms UNISDR would still face the challenge of cash flow, which would lead to receiving funds, led than what was requested for particular quarters. The only solution to this would be planning quarterly requirements far in advance and being flexible with activities in case desired financial resources are not available.

Ideally, planning should be done on the basis of the allotted budget in any given biennium. The final budget will be determined during the cost planning process; necessary budget cuts will require revision of outputs or main - activities.

Alike the integrated work planning (refer section 14 below) financial planning monitoring and reporting would as well need to follow the similar process. Project plans need to be linked with UNISDR secretariat's work plan at least at the Main activities and indicators level, which would also mean that financial reporting for the projects, would also be done with a linkage to the UNISDR Work plan.

15. Integrated Work Planning

Different projects by donors other than UNISDR core fund will also follow the same planning and monitoring approach / model for their work planning documents. Projects may have different Objectives, Outcomes, Outputs, Main activities and Sub Activities, but it is necessary to link these project work plans with UNISDR secretariat's work plan for integrated planning. No matter what Outcomes / objectives and outputs are defined under the project work plans, "Main Activities" and "Indicators" from different projects must be clearly linked with relevant Outputs of the UNISDR secretariat's Work Plan. Similarly, "Outputs" of UNISDR Work Plan must be linked with UNISDR Global Work Plan at "Outcome" level

These linkages are extremely important, where set of activities from the projects are different from the set of activities defined in the UNISDR secretariat's work plan, although they do complement some of the outputs under the UNISDR secretariat work plan. UNISDR Work Plan follows the same structure used in the UNISDR Global Work Plan and follows the same Strategic Objectives, Outcomes and Outcome Indicators devised in the UNISDR Global Work Plan. Therefore, the UNISDR Work Plan links at the outcome level with the UNISDR Global Work Plan. This integrated process can be explained through following diagram:

UNISDR Integrated Biennial Work Plan