

Grand Bargain annual self-reporting exercise:

UNHCR

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Work stream 1 - Transparency

1. Baseline (only in year 1)

Where did your organisation stand on the work stream and its commitments when the Grand Bargain was signed?

The Global Focus website (<http://reporting.unhcr.org/>) is UNHCR's main transparency and reporting platform, providing in-depth and regularly updated information on programmes, operations, financial requirements, contributions, expenditures and donor profiles, along with key publications including the Global Appeal and Global Report. Global Focus will remain UNHCR's main transparency tool and UNHCR will continue improving its functionality, especially to further demonstrate the link between plans, results and expenditures. Although UNHCR is not yet a member of the International Aid Transparency Initiative (IATI), it has, together with other humanitarian organizations, carefully analysed the IATI standard for fit and applicability against its budget and planning structure. UNHCR reports part of its funding information (mainly funding to its programmes including in Humanitarian Response Plans and Refugee Response Plans) to the OCHA-managed Financial Tracking System (FTS). As FTS reports all its funding information monthly to IATI, to the extent UNHCR is reporting to FTS, it is also reporting to IATI.

2. Progress to date

Which concrete actions have you taken (both internally and in cooperation with other signatories) to implement the commitments of the work stream?

UNHCR has been undertaking an internal analysis in order to assess the compatibility of the IATI standard, in its current form, with UNHCR's needs-based and programme-based (as opposed to project-based) planning, budgeting and reporting systems. As part of this analysis, UNHCR met with UNDP and the IATI Secretariat in New York, attended the briefing on IATI by Development Initiatives jointly with ICRC and IFRC and met with the Netherlands MFA to discuss opportunities that IATI presents as well as its limitation in its current form. As a result, UNHCR and ICRC now have a joint position on humanitarian requirements for IATI.

In January 2017, UNHCR embarked on the revision of its Results-Based Management framework which was originally launched in 2009. The revision is envisaged to ensure greater accountability and transparency by reinforcing the link between its results, impact and resource allocation.

3. Planned next steps

What are the specific next steps which you plan to undertake to implement the commitments (with a focus on the next 2 years)?

The Global Focus will remain UNHCR's main transparency tool and UNHCR will continue improving its functionality, especially to further demonstrate the link between plans, results and expenditures. UNHCR and ICRC will continue a dialogue with the IATI Secretariat and Development Initiatives in order to determine how to address the challenges which the IATI Standard, in its current format, poses when trying to make it fit for reporting by humanitarian organisations with a very different business model.

These challenges include among others: lack of forward-looking data; budget structure; resource allocation process etc.

4. Efficiency gains (optional for year 1)

Please indicate, qualitatively, efficiency gains associated with implementation of GB commitments and how they have benefitted your organisation and beneficiaries.

5. Good practices and lessons learned (optional for year 1)

Which concrete action(s) have had the most success (both internally and in cooperation with other signatories) to implement the commitments of the work stream? And why?

Work stream 2 – Localization

1. Baseline (only in year 1)

Where did your organisation stand on the work stream and its commitments when the Grand Bargain was signed?

In 2015, UNHCR transferred 15% of its total expenditures¹ to the local partners (local NGOs and local/national governments combined). Amongst UN agencies, there were no harmonized arrangements in place for partner eligibility and partner agreements. High Alert List of Emergency Preparedness (HALEP) was launched internally to alert on situations and prioritize preparedness support at field level, which included regional and local stakeholders.

2. Progress to date

Which concrete actions have you taken (both internally and in cooperation with other signatories) to implement the commitments of the work stream?

In 2016, UNHCR transferred 16 % of its total expenditures to local partners (local NGOs and local/national governments combined). While the percentage increase remained at 1%, the overall expenditure increased from US\$ 490 million in 2015 to US\$ 623 million in 2016. UNHCR/UNICEF/WFP continued joint work to harmonize partnership arrangements.

During 2016, 23 Situational Emergency Trainings (SET) were organized, including governmental and local partners in Chad, Greece, Tunisia, Cameroon, DRC, Venezuela, Sudan, Panama, Congo, Iraq, Ecuador, and Djibouti. A pilot mission to integrate joint priorities on preparedness at the local level in Tanzania took place. Consultations were held with national and international partners on joint priority preparedness actions at the local level, piloting of 6 identified priorities has started.

3. Planned next steps

What are the specific next steps which you plan to undertake to implement the commitments (with a focus on the next 2 years)?

UNHCR/WFP/UNICEF to map commonalities in partner due diligence process. The initial eligibility assessments (basic due diligence) for partner vetting, registration and profile currently employed by the three agencies have been mapped, and areas of convergence have been identified and divergences aligned. Discussions with OCHA are being pursued to explore an approach that can be commonly relied upon by all agencies.

Expand UNHCR's Partner Portal to a shared UNHCR/WFP/UNICEF Partner Portal, as a hub for initiating and registering potential partners, listing all agency Calls for Expression of Interest/Proposals for selection of partners to undertake UN-funded operations, and for a library of relevant information on partnerships. The 3 UN agencies are hopeful that other UN agencies will also opt to harmonize.

¹ UNHCR was previously reporting the local partners' allocation against the programme expenditure. As such, UNHCR's WHS document read "in 2015, UNHCR allocated 18% of programme expenditure to local partners". UNHCR has since then adjusted its calculation to read "against the total expenditure". According to the new calculation, 2015 ratio is at 15% against the total expenditure.

Adopt a common approach to the audit of partners with UNICEF and other UN agencies. UNHCR shared with UN sister agencies its risk-based audit of UNHCR funded projects that are implemented by partners. In 2016, UNICEF and UNFPA revised their HACT scheduled audit Terms of Reference for the execution of shared audits for shared partners to align in substance with UNHCR's audit TOR. This approach brings the additional benefit of further harmonization of business practices, enhance stewardships of resources, and collaborative efforts among UN agencies, increased efficiency and reduced administrative burden on partners. WFP has expressed an interest in this process and will examine potential applicability internally.

Harmonize UNHCR/ WFP/UNICEF partnership agreement templates. The adoption of a harmonized terminology and the terms of partnership agreements including cost categories (short term) and a simplified budget template (longer term), while maintaining the core business models of respective organisations, is agreed by all agencies as a realistic option for further analysis and exploration for harmonization.

UNICEF/UNHCR/WFP are also seeking to simplify reporting of projects and aligning it with the Grand Bargain work-stream on harmonizing and simplifying reporting which is currently looking at piloting in a few country contexts a 10+3 reporting approach proposed by GPPI. UNHCR took part in the reporting workshop organized in Berlin in late March.

UNHCR contingency plans contain local preparedness action plans, developed in conjunction with local, national and international partners and other stakeholders. Lessons learned from pilots and other exercises incorporated into planning to ensure continuous improvement. Two additional missions to integrate joint preparedness priorities with local partners. Updated preparedness tools and mainstream preparedness at the local level in 10 affected countries based on the HALEP analysis. 4 inter-agency SETs delivered at country level, focusing on HALEP countries

4. Efficiency gains (optional for year 1)

Please indicate, qualitatively, efficiency gains associated with implementation of GB commitments and how they have benefitted your organisation and beneficiaries.

5. Good practices and lessons learned (optional for year 1)

Which concrete action(s) have had the most success (both internally and in cooperation with other signatories) to implement the commitments of the work stream? And why?

Work stream 3 – Cash

1. Baseline (only in year 1)

Where did your organisation stand on the work stream and its commitments when the Grand Bargain was signed?

In 2015, UNHCR transferred US\$ 325 million directly to beneficiaries. UNHCR adopted and launched a five-year (2016-2020) *Policy on Cash-based Interventions* and the *UNHCR Strategy for the Institutionalisation of Cash-Based Interventions (CBI)*.

2. Progress to date

Which concrete actions have you taken (both internally and in cooperation with other signatories) to implement the commitments of the work stream?

In 2016, UNHCR transferred US\$ 688 million to beneficiaries. With this, UNHCR has already completed its commitment made at the World Humanitarian Summit to double CBI. UNHCR has trained some 700 UNHCR and partner staff on cash and launched two new cash learning programmes.

UNHCR has undertaken a systematic review of its processes, systems and organisational set up in order to identify the required changes and investments in the next five years. The first concrete results include: (1) adjustments to UNHCR's financial procedures; (2) development and field-testing of tools, including UNHCR Market Assessment Companion Guide and Toolkit and Cash Delivery Mechanism Assessment Tool, and made them available to the humanitarian community as a whole, filling an evident gap. UNHCR is also preparing to launch guidelines on targeting of assistance and (3) reviews of the use of cash to support health and WASH programming and made the findings available to the humanitarian community.

3. Planned next steps

What are the specific next steps which you plan to undertake to implement the commitments (with a focus on the next 2 years)?

As part of the 2020 roadmap, some of the key activities in the next 2 years include: (1) Providing targeted cross-cutting cash support and building further cash capabilities in some 15-20 countries which are relatively new to cash to enable them to expand their use; (2) implementing UNHCR's capacity-building strategy on cash with the aim to train some 30% of its workforce in two years. An important component of the Strategy is to train partner staff as well; (3) adjusting relevant processes, tools, systems and organisational structure in order to mainstream cash across all corporate functions; (4) with key partners, in particular sister UN agencies, pursuing common cash approaches in which all stakeholders and partners with relevant technical and operational capacity to add value to the humanitarian response implemented through cash provision to beneficiaries; (5) this includes expanding the use of common cash facilities (see below) open to all agencies on an equal and direct basis with the objective of maximising efficiency gains.

Most of UNHCR's CBI operations have post-distribution monitoring systems in place to various degrees. However, this year UNHCR will make a coherent monitoring framework for cash with standard templates in order to harmonise standards and monitoring across operations.

4. Efficiency gains (optional for year 1)

Please indicate, qualitatively, efficiency gains associated with implementation of GB commitments and how they have benefitted your organisation and beneficiaries.

A PricewaterhouseCoopers (PwC) study of UNHCR's three largest, established cash operations in 2016 (Lebanon, Afghanistan and Jordan) confirmed that up to 93 cents of each dollar went to people of concern. While this costing could be as low as 88% in a more conservative scenario, this range of 88% to 93% compares favourably with other partners. As highlighted by PwC, the delivery cost for cash assistance will vary with the size and maturity of the programme, with new operations requiring larger initial investments.

While the cash modality has the potential to increase operational effectiveness and efficiency while providing dignity and choice to people of concern, UNHCR continues to invest in robust market assessments from the onset and at all stages of its response to evaluate the suitability of cash programming and ensure that interventions are context-specific and people-centred.

In Middle East operations, some 1.8 million people received cash assistance in 2016. In Jordan, studies show that cash is helping prevent thousands of Syrian refugees from resorting to desperate survival strategies, such as child labour. In Turkey, UNHCR established a cost-effective cash distribution system, providing winterization support to some 108,000 refugee families.

UNHCR has completed a one-year full scale Proof of Concept of the Common Cash Facility (CCF) application in Jordan, which is the largest cash assistance programme for refugee population worldwide. In 2016, the CCF transferred some USD 110 million at a banking transfer cost as low as 1.67%. The CCF concept has proven that maintaining and leveraging collaboration between humanitarian organisations can result in improved efficiencies through collective bargaining with the private sector.

5. Good practices and lessons learned (optional for year 1)

Which concrete action(s) have had the most success (both internally and in cooperation with other signatories) to implement the commitments of the work stream? And why?

An important commitment to the Grand Bargain on cash assistance is to *Invest in new delivery models which can be increased in scale while identifying best practice and mitigating risks in each context*. UNHCR has completed a one-year full-scale Proof of Concept of the CCF application in Jordan, which is one of the largest cash assistance programmes for refugees worldwide. The principle objective is to help establish a globally recognised standard for cash transfer arrangements that are shared and agreed by all humanitarian partners and donors alike.

With nine participating agencies and NGOs, the Jordan experience has shown that the CCF, which can be established by any agency or NGO but managed by the private sector, is accessible to all humanitarian actors, large and small, on an equal and direct basis and under the same terms and conditions with no entry and exit barriers.

In 2017, UNHCR and CaLP will conduct a review of the Common Cash Facility so to share this good practice and learning with the broader humanitarian community.

Work stream 4 – Management costs

1. Baseline (only in year 1)

Where did your organisation stand on the work stream and its commitments when the Grand Bargain was signed?

UNHCR is part of the Global Humanitarian Lab that works to scale up collective innovation in humanitarian interventions. In 2016, biometrics were used in 63 countries for refugee protection. Of these, 34 were UNHCR operations for the purpose of identity management, focused in particular on registration, and for assistance distribution. UNHCR/UNICEF/WFP's joint work on harmonization of partnership agreements was ongoing. There was no harmonized costing structures amongst different donors and aid organizations, making cost performance comparison impossible. Fund recipients are obliged to adjust financial reports for different donors even when funds were allocated to the same project. UNHCR total procurement amounted to US\$ 1.017 billion in 2015, goods and services combined. During 2011 to 2016, UNHCR provided formal responses to a total of 106 individual donor assessments.

2. Progress to date

Which concrete actions have you taken (both internally and in cooperation with other signatories) to implement the commitments of the work stream?

On behalf of the UN Procurement Network, UNHCR recruited a consultant to analyse collaborative procurement opportunities. Phase 1 of the Project was completed in December 2016, and the Procurement Network meeting in March 2017 adopted the report. Phase 2 began in February 2017 with a deeper analysis of the goods and services pre-selected in Phase 1 and a review of common vendor opportunities. Phase 2 will be completed during 2017, and UNHCR has offered to lead this second Phase. UNHCR biometrics coverage has increased to 44 country operations.

In March 2017, UNHCR and the Government of Japan organized a workshop in Geneva to take stock of the status of 5 commitments under this work-stream. While the main purpose of the workshop was to update on the ongoing work (collective innovation work, joint procurement, harmonization of partnership arrangements), there was also brain storming on how to harmonize cost structures and reduce individual donor assessments. At the workshop, there was a general consensus to keep track of the number of individual donor assessments through donors' self-reporting.

At the workshop, NRC and the Boston Consulting presented the "Money where it counts" project, which aims to harmonize cost classification and financial reporting amongst donors and aid organizations. Cost harmonization work done by the UN Development Group was also presented along with its challenges and limitations.

3. Planned next steps

What are the specific next steps which you plan to undertake to implement the commitments (with a focus on the next 2 years)?

Document more systematically, joint collective work on innovation. UNHCR and the Government of Japan will aim to identify an organization to quantify the impact of innovation, while duly noting that

programme effectiveness must come before cost efficiencies. UNHCR will work towards its commitment made at the WHS to use biometrics for refugee registration to a total of 75 country operations by 2020. UNHCR/UNICEF/WFP harmonization of partnership arrangements will continue. For the UN procurement network to pursue joint procurement based on analytical work completed and to quantify the costs saved. Ensure that Grand Bargain self-reporting includes for donors to report on individual donor assessments they conducted in a given year. This self-reporting will allow UNHCR and the Government of Japan to track the progress made in reducing the number of individual donor assessments.

4. Efficiency gains (optional for year 1)

Please indicate, qualitatively, efficiency gains associated with implementation of GB commitments and how they have benefitted your organisation and beneficiaries.

5. Good practices and lessons learned (optional for year 1)

Which concrete action(s) have had the most success (both internally and in cooperation with other signatories) to implement the commitments of the work stream? And why?

Work stream 5 – Needs Assessment

1. Baseline (only in year 1)

Where did your organisation stand on the work stream and its commitments when the Grand Bargain was signed?

Needs assessments for refugee operations are regularly published on UNHCR's data web portal (<http://data.unhcr.org>). UNHCR is one of the largest contributors of datasets to the Humanitarian Data Exchange (HDX). In addition, assessment reports from cluster needs assessments, which UNHCR leads or participates in, are shared on <https://www.humanitarianresponse.info>, <http://sheltercluster.org> and on other cluster websites.

2. Progress to date

Which concrete actions have you taken (both internally and in cooperation with other signatories) to implement the commitments of the work stream?

UNHCR's Needs Assessment Handbook is finalized, making joint needs assessment and joint analysis the standard for assessment in all UNHCR activities. The Handbook is accompanied by a Needs Assessment Toolbox of templates, data collection forms and data analysis frameworks that also enable standardized practice and joint assessment. The Handbook is also the basis of a series of e-learning modules that can be stand-alone or appended and mainstreamed into existing learning programmes. UNHCR is working with OCHA, ACAPS, JIPS, Reach, WFP and other partners to improve multi-sectoral needs analysis, including developing analytical frameworks and data visualization and storage solutions.

UNHCR is a collaborator in the development of *Kobo*—an open-source, data-collection tool allowing aid workers to collect data in the field using mobile devices, paper or computers—with OCHA and Harvard Humanitarian Initiative. The use of a common platform ensures the most efficient use of software development resources as well as data structure compatibility between needs assessments that have been undertaken using the system. Eliminating the data entry step from paper and pen data collection introduces efficiencies in the needs assessment process.

3. Planned next steps

What are the specific next steps which you plan to undertake to implement the commitments (with a focus on the next 2 years)?

UNHCR is establishing the Raw Internal Data Library (RIDL) which is a data library held at the central level for maintaining operational raw data from monitoring and needs assessments. This will ensure that knowledge is maintained over time, despite staff rotation. It will enable UNHCR to link needs assessments from multiple partners together, to cross-analyse data from multiple sources and to generate a common needs analysis. Linkages between RIDL and HDX are being explored.

UNHCR will participate in the ECHO/OCHA lead process for delivering on the commitments to the Grand Bargain, following the Brussels workshop in March, including leading the work stream on overcoming barriers to collaboration in joint assessments related to mandates, competition and shared efforts.

The roll out of increased guidance for assessment will begin, with a combination of support, instructions, technical and methodological improvements and training for operations in the delivery

of improved assessments, collaboration on joint assessment, and ensuring comprehensive engagement with local actors and persons of concern.

UNHCR and WFP are proceeding with a data sharing collaboration that foresees sharing not only personal information needed for cash and voucher distributions, but also assessment and monitoring information between the two organisations, as well as conducting joint analysis of needs and criteria for more effective targeting of assistance.

4. Efficiency gains (optional for year 1)

Please indicate, qualitatively, efficiency gains associated with implementation of GB commitments and how they have benefitted your organisation and beneficiaries.

5. Good practices and lessons learned (optional for year 1)

Which concrete action(s) have had the most success (both internally and in cooperation with other signatories) to implement the commitments of the work stream? And why?

Work stream 6 – Participation Revolution

1. Baseline (only in year 1)

Where did your organisation stand on the work stream and its commitments when the Grand Bargain was signed?

Out of 65 refugee and IDP situations reporting on the indicator, 48 were in the acceptable range of 35% female participation or above. UNHCR 2015 end of year reporting (91%) of operations collected inputs and feedback from persons of concern through participatory assessments.

2. Progress to date

Which concrete actions have you taken (both internally and in cooperation with other signatories) to implement the commitments of the work stream?

UNHCR chairs the inter-agency group that drafted the Guidance Note on Protection and Accountability to Affected Populations (AAP) in the Humanitarian Programme Cycle (HPC), which has been shared with field operations. UNHCR's Strategic Directions 2017 – 2021 sets out 'Putting people first', as a key commitment prioritising the inclusion and empowerment of persons of concern in interventions, specifically through feedback mechanisms, and innovative communication to amplify community voices.

UNHCR is the sponsor and an active member of the newly-established IASC Task Team on inclusion of persons with disabilities in humanitarian action, which has been tasked with developing global guidelines on inclusion of persons with disabilities in humanitarian action. The guidelines will be aligned with the principles of the Charter on Inclusion of Persons with Disabilities in Humanitarian Action, including the key principle of participation. UNHCR has appointed 2 focal points to coordinate the Agency's contribution to this process.

UNHCR has completed a Programming for Protection Learning Programme guide for operations to integrate accountability throughout the operation management cycle. It provides practical ways for operations to increase their partnerships with local community structures, close the feedback loop and ensure that the priorities and views of persons of concern are included in planning, implementing and monitoring.

3. Planned next steps

What are the specific next steps which you plan to undertake to implement the commitments (with a focus on the next 2 years)?

UNHCR will issue an organisational Statement of AAP commitments. Administrative Instructions on planning, implementation and reporting in 2017 include specific actions on AAP and stronger emphasis on the early engagement of local and national actors. Embed AAP responsibilities into field roles, programme management and quality assurance processes, in partnership agreements and coordination arrangements led by UNHCR. Finalize UNHCR's Revised Commitments to Women and Girls (2017 – 2021), that includes a commitment that seeks to strengthen women and girls' influence in decision-making processes through their equal and meaningful participation.

Document good practices in increasing the active and equal participation of women and adolescent girls which would feed into development of guidance and technical assistance to field operations to

increase active and equal participation of women and adolescent girls. Revise UNHCR Results-Based (RBM) Framework to include strategic benchmarks for the monitoring and reporting of AAP activities

4. Efficiency gains (optional for year 1)

Please indicate, qualitatively, efficiency gains associated with implementation of GB commitments and how they have benefitted your organisation and beneficiaries.

5. Good practices and lessons learned (optional for year 1)

Which concrete action(s) have had the most success (both internally and in cooperation with other signatories) to implement the commitments of the work stream? And why?

Refugee Outreach Volunteers (ROV) enable timely response to protection cases in a variety of sectors and empower refugee volunteers involved in the programme, including youth and persons with specific needs. ROVs are an invaluable source of information for UNHCR on the protection needs of refugees and an efficient mechanism for 2-way communication between UNHCR and the wider refugee community, leading to increased accountability. Community Centres which are fully managed by refugees are safe and public places where women, men, boys and girls of diverse backgrounds can meet for social events, recreation, education and livelihood programmes, information exchange, and other purposes. They are established with the main objective of empowering refugee and host communities, and providing them with a forum to promote their participation in decisions that affect their lives. This meaningful involvement takes a variety of forms in community centres supported by UNHCR operations. Centre management committees composed of refugees and members of the host community, promote peaceful coexistence, and ensure that all community members benefit from the centre's programmes.

Work stream 7 - Multi-year planning and funding

1. Baseline (only in year 1)

Where did your organisation stand on the work stream and its commitments when the Grand Bargain was signed?

UNHCR had in place multi-year planning in six operations (Ghana, Senegal, Tanzania, Uganda, Costa Rica and Ecuador).

2. Progress to date

Which concrete actions have you taken (both internally and in cooperation with other signatories) to implement the commitments of the work stream?

UNHCR has been piloting multi-year and multi-partner planning in six operations and the Graduation Approach in five operations. UNHCR took part in the inter-agency mission to DRC on the multi-year Humanitarian Response Plan.

3. Planned next steps

What are the specific next steps which you plan to undertake to implement the commitments (with a focus on the next 2 years)?

Based on lessons learned from pilots, UNHCR will expand multi-year planning. 15 additional multi-year planning pilots will be launched. UNHCR will participate in the multi-year Humanitarian Response Plans, where applicable. The operations in HRP countries will also receive HQs support in multi-year planning. UNHCR will analyse the impact of multi-year funding to see how it contributes to efficiency in the programme delivery.

4. Efficiency gains (optional for year 1)

Please indicate, qualitatively, efficiency gains associated with implementation of GB commitments and how they have benefitted your organisation and beneficiaries.

The amount of multi-year financing received has increased. In 2013, 7% of the total contribution received was multi-year, this increased to 15% in 2016. Increased amounts of multi-year financing provides predictability to the organization.

5. Good practices and lessons learned (optional for year 1)

Which concrete action(s) have had the most success (both internally and in cooperation with other signatories) to implement the commitments of the work stream? And why?

For the Syria situation, UNHCR has been applying multi-year planning cycles as part of the overall inter-agency cycle since 2014. The regional refugee and resilience plan (3RP) has a two-year planning cycle, supported by annual reviews of the planning assumptions and figures. The integration of resilience-based programming into the 3RP by its nature necessitates a longer term vision, given that capacity building of government institutions and building the resilience of refugee and host communities has to take place on a multi-year scale.

The 3RP builds upon government-led national plans that are also multi-year. The Jordan Response Plan (JRP) has now taken on a 3-year 'rolling' planning cycle, initially for 2016-2018, with reviews at the end of 2016, then converting into the JRP2016-18 into the JRP 2017-19. The plan provides a three-year vision to ensure that critical humanitarian measures and medium-term interventions are better integrated, sequenced and complemented. The JRP 2016-18 is aligned with the objectives and projects of the Executive Development Plan 2016–2018 (EDP) and of the Governorate Development Plan 2016–2018. Similarly the Lebanon Crisis Response Plan (LCRP) and the Turkey, Iraq and Egypt national plans are all rolling two year plans (2016-2017), which will also be updated in the future on a multi-year basis.

Work stream 8 - Earmarking/flexibility

1. Baseline (only in year 1)

Where did your organisation stand on the work stream and its commitments when the Grand Bargain was signed?

UNHCR relies more than ever on early, predictable and unrestricted donor funding to provide uninterrupted protection and assistance to populations of concern. The Office encourages donors to consider the use of un-earmarked funding, which allows UNHCR to respond quickly to emerging challenges and also to invest in innovation. Receipt of un-earmarked funding is a reflection of donor confidence in the organization, and UNHCR is fully cognisant of the accountability that comes with this. Since 2013, UNHCR has published an annual aide-memoire on how un-earmarked funding was used.

2. Progress to date

Which concrete actions have you taken (both internally and in cooperation with other signatories) to implement the commitments of the work stream?

UNHCR visibility guidelines prescribe that donors providing un-earmarked funding be given visibility in all UNHCR operations. All weekly funding updates for operations or situations published on Global Focus (<http://reporting.unhcr.org/>) include information on all donors providing un-earmarked funding (information is made available both for UNHCR operations and external audiences).

3. Planned next steps

What are the specific next steps which you plan to undertake to implement the commitments (with a focus on the next 2 years)?

The Office will continue to produce these aide-memoires, the next of which is scheduled to be ready in the second quarter of the year, with the aim of providing increased information. In 2017, UNHCR hopes to introduce more regular reporting on the use of un-earmarked funding to better illustrate how these resources are used throughout the year. UNHCR is also looking into improving the Global Focus portal to provide greater visibility to donors providing un-earmarked funding, and the 2016 Global Report will contain relevant analysis on the use of un-earmarked funding.

4. Efficiency gains (optional for year 1)

Please indicate, qualitatively, efficiency gains associated with implementation of GB commitments and how they have benefitted your organisation and beneficiaries.

5. Good practices and lessons learned (optional for year 1)

Which concrete action(s) have had the most success (both internally and in cooperation with other signatories) to implement the commitments of the work stream? And why?

Work stream 9 – Reporting requirements

1. Baseline (only in year 1)

Where did your organisation stand on the work stream and its commitments when the Grand Bargain was signed?

UNHCR used a standard template for its partners to report on.

2. Progress to date

Which concrete actions have you taken (both internally and in cooperation with other signatories) to implement the commitments of the work stream?

UNHCR participated in a workshop chaired by Germany and ICVA in Berlin on 24 March, the aim of which was to discuss the GPPi report on harmonization of reporting requirements and to commit to trialling the pilot in several selected countries (likely to be Myanmar, Lebanon and Iraq). This has two implications for UNHCR, and for other UN agencies. The first concerns the axis of partners reporting to UN agencies. UNHCR committed to pilot the reporting template in those countries likely to be chosen for this purpose. Secondly, concerning the axis of UN agencies reporting to donors, UNHCR has stressed that the current template reflects more of a project-based reporting template and raises questions as to its applicability to a programme-based budget, which UNHCR advocates for and relies heavily upon, and un-earmarked or broadly earmarked funds.

3. Planned next steps

What are the specific next steps which you plan to undertake to implement the commitments (with a focus on the next 2 years)?

UNHCR will examine the precise modalities of trialling the pilot with its partners and will suggest some improvements of the template. Upon completion of the pilot phase, UNHCR will assess the findings of the pilot and future adoption of the template organization wide. UNHCR will also examine in more depth the implications of trialling it itself for its own reporting, including what measures may have to be taken to adapt existing reporting mechanisms (such as the results-based management system).

4. Efficiency gains (optional for year 1)

Please indicate, qualitatively, efficiency gains associated with implementation of GB commitments and how they have benefitted your organisation and beneficiaries.

5. Good practices and lessons learned (optional for year 1)

Which concrete action(s) have had the most success (both internally and in cooperation with other signatories) to implement the commitments of the work stream? And why?

Work stream 10 – Humanitarian – Development engagement

1. Have you increased the share of resources allocated to prevention, mitigation, preparedness and recovery? How significant are these changes? Baseline (only in year 1)

Where did your organisation stand on the work stream and its commitments when the Grand Bargain was signed?

UNHCR's partnership with the World Bank strengthened building an evidence-base on the economic impact of refugees on host economies. In 2015, three regional studies in Africa (Sahel, Great Lakes Region and the Horn of Africa) were completed and in early 2016 four studies in the Middle East were finalized. UNHCR is leading the work of the United Nations Chief Executives Board for Coordination High-Level Committee on Management on efforts to bridge the humanitarian and development data gap. This initiative brings together UN agencies to make recommendations for an integrated approach to data collection and the usage of humanitarian and development data, helping ensure more coherent and collaborative assessments at the programmatic and implementation stages.

2. Progress to date

Which concrete actions have you taken (both internally and in cooperation with other signatories) to implement the commitments of the work stream?

UNHCR collaborated with the World Bank on a ground-breaking study on forced displacement, which was launched at the General Assembly summit on addressing large movements of refugees and migrants held in New York in September 2016. UNHCR and the World Bank are conducting a series of field missions to major refugee hosting countries during the first half of 2017 to identify opportunities for collaboration. The results will be presented at the World Bank's Governing Board later this year and will help prepare programmes to be funded under the Bank's International Development Association 2017-2019 sub-window for refugees and host communities.

A number of additional studies have either been completed or initiated including (a) a study of the impact of Syrian refugees on labour markets and employment in Jordan, Lebanon and northern Iraq, (b) the socio-economic impact of Kakuma camp in Kenya and (c) a durable development approach to migration challenges in Afghanistan. UNHCR is also working closely with the World Bank and DFID on a £10M fund over four years for new research and evidence on protracted displacement.

UNHCR and the International Labour Organization (ILO) signed a revised memorandum of understanding in July 2016 aimed at promoting employment possibilities for refugees, IDPs, stateless persons and other populations of concern and developing better guidance to support governments in these efforts. In the context of the comprehensive refugee response framework (CRRF), UNHCR is also seeking to work more closely with development partners.

3. Planned next steps

What are the specific next steps which you plan to undertake to implement the commitments (with a focus on the next 2 years)?

In order to address the particular challenges refugees face in accessing business start-up capital, UNHCR has concluded a credit guarantee facility agreement with the Swedish International Development Cooperation Agency (SIDA), which has made US\$ 15 million available to support refugees and host communities. This will reduce risks for financial service providers and enable

refugees and host community members to access loans for small and micro-enterprises. UNHCR is performing two primary functions; one as the field-based facilitator, providing socio-economic data of refugees to financial service providers as well as oversight function at the global level.

4. Efficiency gains (optional for year 1)

Please indicate, qualitatively, efficiency gains associated with implementation of GB commitments and how they have benefitted your organisation and beneficiaries.

5. Good practices and lessons learned (optional for year 1)

Which concrete action(s) have had the most success (both internally and in cooperation with other signatories) to implement the commitments of the work stream? And why?