

Grand Bargain annual self-reporting exercise:

UNWRA

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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?

UNRWA reports all humanitarian contributions transparently to OCHA for uploading onto the Financial Tracking System. UNRWA is not a signatory to the IATI initiative.

UNRWA further provides regular financial and narrative reporting to donors on its humanitarian operations.

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?

UNRWA has improved the presentation of its financial requirements to member states, through a clearer articulation of minimum and critical funding needs and linkages between the Agency's three funding portals (programme budget, emergency appeals and projects). The introduction of a new Enterprise Resource Planning system has also provided improved capabilities in terms of integrated financial reporting.

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)?

UNRWA will explore the potential for joining IATI.

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, UNRWA allotted approximately 50% of its total humanitarian expenditure towards cash based programming, including direct delivery of multi-purpose and sector specific cash assistance (e.g. for winterization costs or rental subsidies). At the time the Grand Bargain was signed, UNRWA was also in the process of shifting towards distributing cash instead of food under its Social Safety Net Programme for the poorest Palestine refugees in Lebanon, West Bank and Jordan. This will increase the overall percentage of cash based programming.

Cash is the primary relief modality used by UNRWA for support to Palestine refugees affected by the Syria crisis. The Agency delivers regular cash payments to over 400,000 Palestine refugees in Syria and another c. 50,000 Palestine refugees from Syria in Jordan and Lebanon. Inside Syria, this is complemented through regular food distributions to the same population.

UNRWA also delivers cash to Palestine refugees facing a humanitarian crisis in Gaza and the West Bank, through cash for work programmes and rental subsidies (in Gaza only). Cash for work programming has been ongoing for around 15 years in both fields. Current caseloads are around 16,000 direct beneficiaries per year in Gaza and 10,000 per year in West Bank.

In Gaza, UNRWA's ability to expand the share of its humanitarian programming that is cash based is limited by the restrictions placed by some donors on the direct delivery of cash in Gaza.

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?

Since the signing of the Grand Bargain, UNRWA has successfully rolled out cash based social protection programming in Jordan, Lebanon and the West Bank (as outlined under point 1, above), reaching an estimated 150,000 beneficiaries each quarter. Roll out of the programme included: training (for staff and beneficiaries) and capacity building for staff, awareness raising and communications with beneficiaries, communities and host authorities and the establishment of a hotline for refugees. To support the transition in Jordan and West Bank, UNRWA partnered with WFP to use their existing platforms.

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)?

UNRWA plans to evaluate the transition from food to cash in Jordan, West Bank and Lebanon. The Agency also plans to further explore the impact of shifting from food to cash in Gaza.

In Syria, UNRWA aims to introduce Post Distribution Monitoring to gather improved information and analysis on the impact of assistance provided.

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 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?

See under commitment 1, above.

Further, UNRWA is committed to ensuring that the means made available to it are used in the most effective and efficient way possible. The Agency has long maintained a high degree of cost efficiency and effectiveness and has made specific management commitments to further improve efficiency in its 2016 - 2021 Medium Term Strategy.

Whilst the scope for application of common services with other UN agencies is limited due to the specificities of UNRWA's mandate and direct delivery character, the Agency leads the inter-agency procurement group in Amman, which seeks to maximize efficiencies on procurement and logistics for commonly required goods and services. The Agency maintains a number of long-term and framework agreements with suppliers to provide for stability of costs and efficient delivery.

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?

A central element of UNRWA's Medium Term Strategy 2016 – 2021 (the "MTS") is to increase its cost effectiveness. This is achieved through greater cost efficiency and through reforms aimed at achieving greater impact with the resources entrusted to it.

Family Health Team reforms: UNRWA has implemented reforms its its Health Programme which aimed to, in part, reduce the number of doctor-patient consultations per day. Fewer patients per day provides opportunity for longer-consultations, better treatment, reduced anti-biotic prescription rates, reduced numbers of repeat visits. The number of patient visits per day has reduced from 102 patients per day in 2012 to 81.25 in 2016. (These averages do not include Syria) UNRWA's MTS target is 75. Anti-biotic prescription rates have reduced from 24.5% in 2012 to 21.2% in 2016. (These averages do not include Syria) UNRWA's MTS target is 25%. UNRWA has accomplished this without adding more health staff but, rather, through the family health team approach, appointment systems, delegation of greater authorities to nurses, pharmacists etc.

Centralization of medicine procurement: UNRWA has centralized the procurement of medicines to reduce the cost of procurement through bulk discounts, thereby enabling the Agency to establish a buffer stock of medicines that would avoid stock-ruptures and the need to engage in expensive, local procurement for essential medications, and to procure other forms of medicines/supplies that are needed for the improved detection of diabetes and hypertension. In 2015, UNRWA centralized the procurement of the majority of essential medications. The annual spend on medications is approximately \$18m. The improved centralized procurement secured savings that enabled UNRWA to, first, procure sufficient supplies for a 6 month buffer stock of essential medicines. UNRWA has experienced almost no stock-ruptures on essential medications in 2016. Second, UNRWA now has

the global standard in diabetes testing (the “HbA1c test”) available in all health-centres. And UNRWA has been able to include a cholesterol-lowering drug (“statin”) on its essential medications list. It is too early for UNRWA to see any change in indicators regarding hypertension/diabetes prevalence or treatment.

Class formation – student number ceiling: For financial reasons, the Agency has had to adopt class formation norms and standards that cap the number of students in classrooms at 50. For 2016-2017, UNRWA is accommodating 514,000 children in its schools. The average class size is 37.4 children per class. By way of comparison, in 2011 – 2012, UNRWA had an average class size of 35.6. Had UNRWA maintained this average class size, UNRWA would, today, require at least 700 more teachers (approximately \$8.5m annual cost).

Class formation – non-teaching periods: For decades, UNRWA’s class formation process involved assigning a specified number of non-teaching periods to allow teachers to carry out other non-teaching duties within the school. In the 2016 – 2017 scholastic year, the Agency eliminated non-teaching periods resulting in more class-time for a fewer number of teachers. By doing so, the Agency has been able to re-direct these resources to the hiring of school counsellors. In this regard, a growing problem in the refugee community is the rise of psychosocial problems – an area that the Agency has failed to dedicate adequate resources to in the past.

Hospitalization: The hospitalization programme in Lebanon has been growing at a significant rate in recent years. In 2011, the expenditure was \$8m. In 2012: \$10.8m. 2013: \$14.9m. 2014: \$15m. 2015: \$15.3m. In 2016, reforms were undertaken to curb this rise in expenditure while, at the same time, protecting access for the most vulnerable to hospitalization assistance. These efforts included:

- directing people to PRCS hospitals and, where PRCS access/services is not possible, to Government hospitals; and
- increasing waiting times for elective surgery.

Because of measures taken this year (2016), the estimated cost of claims will be more in the order of \$13.7m – i.e., to levels prior to 2013.

Food to e-Cards/cash: Lebanon, Jordan and West Bank fields successfully transitioned from food to e-cards by July 2016. This modality is universally recognized as a more dignified and effective form of assistance to the abject poor and has a greater secondary impact on local economies. The number of beneficiaries on the Social Safety Net Program remained the same as prior to the transition: LFO: 61,000; JFO: 59,000; WBFO: 36,000. The amount of money spent by UNRWA remains the same. However, the percentage of the abject poverty gap that is bridged with the e-card is higher than with in-kind food parcel assistance.

Area Staff Salaries: The Agency’s pay policy provides that the Agency shall pay its staff comparable remuneration to host countries (this is different to any other UN Agency and considerably less expensive). The way the Agency has applied the pay policy in the past, and some of the decisions made in doing so, left the Agency vulnerable to significant exchange rate fluctuations (particularly the ILS:USD). Because of the blanket application of the Pay Policy, the Agency was, in late 2014, paying salaries that were in Gaza and West Bank more than 20% higher than the comparator. Since late 2014, the Agency has effectively implemented a number of steps to change the application of its pay policy to reduce its exposure to financial fluctuations and to improve equity within the workforce.

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)?

None yet identified.

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?

UNRWA engages Palestine refugees in the design, development and provision of services in a number of ways, using the platform provided by its cadre of 30,000 national staff involved in the direct delivery of humanitarian and human development assistance, and extensive footprint and assets across its fields of operations.

In 2015, to improve its response to myriad and repeated humanitarian crises in Gaza, UNRWA established a dedicated outreach and Communications with Communities team.

UNRWA participates actively in the IASC task team on Prevention of Sexual Exploitation and Abuse, which coordinates work on Accountability to Affected Populations (AAP) amongst multiple humanitarian agencies.

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?

UNRWA has developed and launched an AAP framework and is in the process of rolling it out Agency-wide.

UNRWA is also engaged in the follow up Grand Bargain work stream on AAP led by the EU. In Lebanon, UNRWA staff and Palestine refugees participated in an accountability perceptions survey conducted by Ground Truth on behalf of OCHA.

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)?

Further embedding and roll out of the AAP framework across UNRWA's fields. Ongoing engagement with inter-agency efforts at HQ and field levels.

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 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?

UNRWA develops six year strategic plans encompassing all of its human development and humanitarian interventions, whilst operational planning and budgeting is managed on an annual basis. UNRWA participates in OCHA-led HPC processes in oPt and Syria and in the 3RP for its humanitarian response to the Syria crisis in Lebanon and Jordan. Appeals in the oPt and Syria are planned on an annual basis. The planning horizon for the 3RP is two-years but funding requirements are calculated annually.

Despite annual planning for its humanitarian operations, UNRWA receives multi-year funding from a number of donors. This includes for activities in its emergency appeals as well as for projects that form part of the wider humanitarian response, for example in relation to education in emergencies.

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?

UNRWA continues to advocate for multi-year funding from donors to provide for more predictable and longer term planning horizons. Since the signing of the grand bargain decreases in overall levels of contributions to UNRWA's emergency appeal for the oPt have constrained planning horizons, thus offsetting the positive impacts of any increases in multi-year funding.

UNRWA participated in the High Level Meeting on Large Movements of Refugees and Migrants, held in September 2016. The outcome document ("New York Declaration") encouraged donors to make humanitarian financing for UNRWA more flexible, through reduced earmarking and increased multi-year agreements.

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)?

None yet identified. UNRWA will continue to be guided by planning cycles set by UN country teams in settings where it is implementing humanitarian programmes and will remain engaged in follow up processes linked to the New York declaration.

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?

In 2016, UNRWA produced a single report (Annual Operational Report) covering its operations in 2015. The AOR provides a holistic overview of UNRWA's operations across its humanitarian and human development portals. The report is designed to reduce reporting burdens and was based on structures and formats that were agreed with donors.

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 2017, UNRWA will continue with the production of a single AOR covering humanitarian and human development operations. Based on requests from donors, we will extract from this data on our humanitarian operations and replicate this in standalone, emergency appeal progress reports.

UNRWA has further invested in an upgrading of its results based monitoring system, an online system for collection, reporting and analysis of data for the entirety of UNRWA's operations. A new, SAP based system is due to be launched in April 2017.

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 launch of the upgraded RBM system will provide UNRWA will improved capability for reporting and analysis of data.

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. Baseline (only in year 1)

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

Across its five fields of operation, UNRWA is operating in environments where its humanitarian operations are delivered in parallel with human development activities. In practice, there is not so much of a humanitarian – development divide. In operational terms, we constantly shift between humanitarian and development modes, using our infrastructure and assets as the vehicle for humanitarian programmes and adapting our human development services to meet the needs of those affected by crisis. Our innovative education in emergencies approach is a good example of this, as applied in Gaza and across Syria, Lebanon and Jordan.

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?

Since the signing of the Grand Bargain, UNRWA has invested resources to strengthen emergency preparedness systems across the Agency. UNRWA's annual operational planning process has also been reviewed to allow for greater coherence of planning and results across humanitarian and human development portals.

UNRWA has also stepped up its partnership efforts, including through engagement with the World Bank on education.

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)?

Continuation of steps identified under (2) above.

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?