Grand Bargain Self-Reporting Explanatory Guidance

1. All signatories to the Grand Bargain are expected to complete the self-report annually.

2. Self-reports must be returned to the Grand Bargain Secretariat [gbsecretariat@un.org] no later than **Thursday 15 March, 2018**. Any submissions after this date may not be considered by the 2018 Independent Grand Bargain Report.

3. Reporting should reflect activities and progress that has taken place between January 2017 and December 2017.

4. The self-report requests information by work stream, however, in order to best track progress, signatories are asked to provide as much specific and relevant detail on progress made against each of the 51 individual commitments as possible. A full list of commitments for each work stream is included in the self-report template for reference.

5. The questions contained in this self-report are the same as in 2017, however some work streams include additional question for signatories, at the request of the work stream co-conveners. If you are unable to provide this information, please note the reasons for this.

6. Signatories who have not previously completed a self-report are asked to answer question one for each work stream, to provide a baseline of where your organisation stood when it became a Grand Bargain signatory. Existing signatories can complete questions two to five for each work stream, as your 2017 self-report will have already provided the baseline information sought by question one.

7. Please type your answers immediately below each question asked.

8. Signatories are encouraged to report both on progress made, and where they may have experienced obstacles or challenges to realising their commitments.

9. Signatories are encouraged, where possible and relevant, to reflect on their contributions to the Grand Bargain both as recipients of humanitarian funds and donors of humanitarian funds. This will allow us to capture the transfer of benefits accrued at higher ends of the value chain down to the frontline.

10. Signatories are asked to limit their responses to a maximum of 500 words per work stream.

11. Self-reports are public documents, and will be published as submitted on the IASC-hosted Grand Bargain website from 3rd June, 2018.

12. Self-reports will be used to inform the 2018 Independent Annual Grand Bargain Report, which will provide a collective analysis of the progress for each work stream, and for the Grand Bargain as a whole. The Independent Annual Grand Bargain report will be published prior to the 2018 Annual Grand Bargain Meeting on 18 June 2018, in New York.

13. The 2018 Independent Annual Grand Bargain Report is being prepared by ODI/HPG. Signatories may be contacted by ODI/HPG as part of their research and preparation of the Independent Report.

14. If you require support or advice to complete your self-report, you may direct enquiries to the Grand Bargain Secretariat [gbsecretariat@un.org].

Gender Inclusion

Signatories are encouraged address to the gender dimensions of their Grand Bargain commitments. For reporting on each work stream, consideration should be given to the guidance provided by the *Aide-Memoire on Gender Mainstreaming in the Grand Bargain* that addresses the gender dimensions of resources, capacity, evidence and data, participation, leadership, accountability and communication within the Grand Bargain. Signatories are also welcome to provide additional detail on how they consider they have, at a macro level, ensured their Grand Bargain follow-up is gender-responsive, and to include any examples of good practice that they wish to share. This data will assist in the preparation of the 2018 Independent Grand Bargain report, which will assess the extent to which gender has been considered by Grand Bargain work streams.

2018 Grand Bargain Annual Self-Reporting – [Name of Signatory]

Contents

Work stream 1 - Transparency

Aid organisations and donors commit to:

1. *Publish timely, transparent, harmonised and open high-quality data on humanitarian funding within two years of the World Humanitarian Summit in Istanbul. We consider IATI to provide a basis for the purpose of a common standard.*

2. *Make use of appropriate data analysis, explaining the distinctiveness of activities, organisations, environments and circumstances (for example, protection, conflict-zones).*

3. *Improve the digital platform and engage with the open-data standard community to help ensure:*
   - *accountability of donors and responders with open data for retrieval and analysis;*
   - *improvements in decision-making, based upon the best possible information;*
   - *a reduced workload over time as a result of donors accepting common standard data for some reporting purposes; and*
   - *traceability of donors' funding throughout the transaction chain as far as the final responders and, where feasible, affected people.*

4. *Support the capacity of all partners to access and publish data.*

Transparency work stream co-conveners reporting request: How will you use the data from IATI within your organization including, for example, for monitoring, reporting and vis-à-vis other Grand Bargain commitments?

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1. Baseline (only in year 1)
Where did your organisation stand on the work stream and its commitments when the Grand Bargain was signed?

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.

In 2017, the Agency launched a gender marker tool, a requirement under the UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP), that tracks and reports on allocations and expenditures for gender mainstreaming. According to the gender marker analysis conducing period, 64.4 per cent of the UNRWA programme budget contributes significantly to gender mainstreaming.

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 has started preliminary discussions with the International Aid Transparency Initiative (IATI) to understand actions required to become an IATI member.

4. Efficiency gains

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

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

Aid organisations and donors commit to:

1. *Increase and support multi-year investment in the institutional capacities of local and national responders, including preparedness, response and coordination capacities, especially in fragile contexts and where communities are vulnerable to armed conflicts, disasters, recurrent outbreaks and the effects of climate change. We should achieve this through collaboration with development partners and incorporate capacity strengthening in partnership agreements.*

2. *Understand better and work to remove or reduce barriers that prevent organisations and donors from partnering with local and national responders in order to lessen their administrative burden.*

3. *Support and complement national coordination mechanisms where they exist and include local and national responders in international coordination mechanisms as appropriate and in keeping with humanitarian principles.*

4. *Achieve by 2020 a global, aggregated target of at least 25 per cent of humanitarian funding to local and national responders as directly as possible to improve outcomes for affected people and reduce transactional costs.*

5. *Develop, with the Inter-Agency Standing Committee (IASC), and apply a 'localisation' marker to measure direct and indirect funding to local and national responders.*

6. *Make greater use of funding tools which increase and improve assistance delivered by local and national responders, such as UN-led country-based pooled funds (CBPF), IFRC Disaster Relief Emergency Fund (DREF) and NGO- led and other pooled funds.*

Localisation work stream co-conveners reporting request: What percentage of your humanitarian funding in 2017 was provided to local and national responders (a) directly (b) through pooled funds, or (c) through a single intermediary?[1]

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1. Baseline (only in year 1)
Where did your organisation stand on the work stream and its commitments when the Grand Bargain was signed?

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?

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[1] The "Identified Categories for Tracking Aid Flows" document agreed through silence procedure (available here) provides relevant definitions. The detailed data collection form (available here) may also assist you in responding to this question. Returning this form with your self report is optional, but encouraged.

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)?

4. Efficiency gains

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

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

Aid organisations and donors commit to:

1. *Increase the routine use of cash alongside other tools, including in-kind assistance, service delivery (such as health and nutrition) and vouchers. Employ markers to measure increase and outcomes.*

2. *Invest in new delivery models which can be increased in scale while identifying best practice and mitigating risks in each context. Employ markers to track their evolution.*

3. *Build an evidence base to assess the costs, benefits, impacts, and risks of cash (including on protection) relative to in-kind assistance, service delivery interventions and vouchers, and combinations thereof.*

4. *Collaborate, share information and develop standards and guidelines for cash programming in order to better understand its risks and benefits.*

5. *Ensure that coordination, delivery, and monitoring and evaluation mechanisms are put in place for cash transfers.*

6. *Aim to increase use of cash programming beyond current low levels, where appropriate. Some organisations and donors may wish to set targets.*

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1. Baseline (only in year 1)
Where did your organisation stand on the work stream and its commitments when the Grand Bargain was signed?

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, reaching an estimated 155,000 beneficiaries each quarter. The implementation of the new cash modality in these three fields required training of staff, consultation with the refugee communities, training for SSNP on the use of the e-card (ATM), capacity building, 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 and with a national bank in Lebanon. However, by the end of 2017, WFP indicated no longer having the capacity to support UNRWA's cash based transfer programme and at the beginning of 2018 UNRWA transitioned into a cash based transfer programme entirely managed by the Agency which resulted in reduced overhead costs.

An evaluation is currently carried out to determine the efficiency and effectiveness of the transition to cash based transfers, and will be completed during 2018.

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 is working to harmonise targeting mechanisms and the transfer modalities between regular and emergency programmes, depending on field-context. The Agencywill conduct a study of transfer modalities in Gaza, considering the impact of different transfer modalities on micro and macroeconomic conditions within a complex humanitarian environment. Furthermore, UNRWA will continue to engage actively with relevant partners, including host authorities to share experiences on cash-based programming and provide technical advice whenever applicable.

In 2018, if funding is available, UNRWA will implement some adjustments to the cash based transfer programme, including adjusting the transfer values to consumer price indices every two years; and to ensure reserves are maintained to stabilise the budget, in the event of currency exchange rate fluctuations. Ensuring stability in transfer values and disbursement frequency are essential for vulnerable people to plan ahead.

4. Efficiency gains

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

The transition to cash-based programming in the three fields of UNRWA operations resulted in: (1) efficiency gains in terms of savings in operational costs associated with in-kind food distributions, such as storage, procurement, transportation, etc. (2) a more dignified way for beneficiaries to receive their assistance, expanding their choice and having more control over the use of the assistance provided.

5. Good practices and lessons learned

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?

Lessons learned include: i) the importance of sustainable cash flows and; ii) predictable disbursement to beneficiaries in terms of time and amounts. Prior to introduction of cash assistance, communications with communities, beneficiaries and host authorities are key. Also of importance are: clear contractual agreements with implementing partners, including WFP, banks and host authorities; continuous monitoring of the programme and assessment of beneficiaries' preferences; and establishment of hotlines for complaints and other issues related to the transfer. For UNRWA, de-partnering with WFP is expected to result in better direct control over programme management and thus beneficiary relations and has brought savings in terms of overhead costs.

Work stream 4 – Management costs

Aid organisations and donors commit to:

1. *Reduce the costs and measure the gained efficiencies of delivering assistance with technology (including green) and innovation. Aid organisations will provide the detailed steps to be taken by the end of 2017.*

Examples where use of technology can be expanded:

  - *Mobile technology for needs assessments/post-distribution monitoring;*
  - *Digital platforms and mobile devices for financial transactions;*
  - *Communication with affected people via call centres and other feedback*
  - *mechanisms such as SMS text messaging;*
  - *Biometrics; and*
  - *Sustainable energy.*

2. *Harmonise partnership agreements and share partner assessment information as well as data about affected people, after data protection safeguards have been met by the end of 2017, in order to save time and avoid duplication in operations.*

Aid organisations commit to:

3. *Provide transparent and comparable cost structures by the end of 2017. We acknowledge that operational management of the Grand Bargain signatories - the United Nations, International Organization for Migration (IOM), the Red Cross and Red Crescent Movement and the NGO sector may require different approaches.*

4. *Reduce duplication of management and other costs through maximising efficiencies in procurement and logistics for commonly required goods and services. Shared procurement should leverage the comparative advantage of the aid organisations and promote innovation.*

Suggested areas for initial focus:
  - *Transportation/Travel;*
  - *Vehicles and fleet management;*
  - *Insurance;*
  - *Shipment tracking systems;*
  - *Inter-agency/common procurement pipelines (non-food items, shelter, WASH,*
  - *food);*
  - *IT services and equipment;*
  - *Commercial consultancies; and*
  - *Common support services.*

Donors commit to:

5. *Make joint regular functional monitoring and performance reviews and reduce individual donor assessments, evaluations, verifications, risk management and oversight processes.*

Management costs work stream co-conveners reporting request: What steps have you taken to reduce the number of individual donor assessments (if a donor) or partner assessments (if an agency) you conduct on humanitarian partners?

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1. Baseline (only in year 1)

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

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 in 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 antibiotic prescription rates, reduced numbers of repeat visits. The number of patient visits per day has reduced from 102 patients per day in 2012 to 78.1 in 2017. UNRWA's MTS target is 75 patient visits per day. Antibiotic prescription rates have reduced from 24.5% in 2012 to 24.3% in 2017 (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 US$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 2017. 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 US$8m. In 2012: US$10.8m. 2013: US$14.9m. 2014: US$15m. 2015: US$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 increasing waiting times for elective surgery. Close monitoring and analysis of the trends of expenditure vs budget allocation was realised starting from 2017 through the hospitalisation database and periodic expenditure review meetings. Thanks to those measures in 2016 the final hospitalization expenditure was $13.7m (i.e., to levels prior to 2013). In 2017, the estimated cost of claims has increased again and will be in the order of $15m (i.e 2014 level). Had the reforms not taken place, UNRWA's budget for hospitalization would have been in excess of US$16m.

Food to e-Cards/cash: as reported above.

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 exchange rate). 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)?

A number of management measures have been identified, but these are under review in light of UNRWA's financial situation.

4. Efficiency gains

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

Management and programmatic reforms in UNRWA's two largest programmes – education and health – have contributed to increased efficiencies.

The UNRWA education system has become increasingly efficient, with reduced student drop out and increases in pupil survival rates.

Key health system efficiency metrics have also improved, in terms of doctor patient consultation times and number of patient visits per doctor per day.

5. Good practices and lessons learned

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

Aid organisations and donors commit to:

1. *Provide a single, comprehensive, cross-sectoral, methodologically sound and impartial overall assessment of needs for each crisis to inform strategic decisions on how to respond and fund thereby reducing the number of assessments and appeals produced by individual organisations.*

2. *Coordinate and streamline data collection to ensure compatibility, quality and comparability and minimising intrusion into the lives of affected people. Conduct the overall assessment in a transparent, collaborative process led by the Humanitarian Coordinator/Resident Coordinator with full involvement of the Humanitarian Country Team and the clusters/sectors and in the case of sudden onset disasters, where possible, by the government. Ensure sector-specific assessments for operational planning are undertaken under the umbrella of a coordinated plan of assessments at inter-cluster/sector level.*

3. *Share needs assessment data in a timely manner, with the appropriate mitigation of protection and privacy risks. Jointly decide on assumptions and analytical methods used for projections and estimates.*

4. *Dedicate resources and involve independent specialists within the clusters to strengthen data collection and analysis in a fully transparent, collaborative process, which includes a brief summary of the methodological and analytical limitations of the assessment.*

5. *Prioritise humanitarian response across sectors based on evidence established by the analysis. As part of the IASC Humanitarian Response Plan process on the ground, it is the responsibility of the empowered Humanitarian Coordinator/Resident Coordinator to ensure the development of the prioritised, evidence-based response plans.*

6. *Commission independent reviews and evaluations of the quality of needs assessment findings and their use in prioritisation to strengthen the confidence of all stakeholders in the needs assessment.*

7. *Conduct risk and vulnerability analysis with development partners and local authorities, in adherence to humanitarian principles, to ensure the alignment of humanitarian and development programming.*

Needs assessment work stream co-conveners reporting request: What hurdles, if any, might be addressed to allow for more effective implementation of the GB commitment?

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1. **Baseline (only in year 1)**

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

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?

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)?

4. **Efficiency gains**

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**

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

Work stream 6 – Participation Revolution

Aid organisations and donors commit to:

1. *Improve leadership and governance mechanisms at the level of the humanitarian country team and cluster/sector mechanisms to ensure engagement with and accountability to people and communities affected by crises.*

2. *Develop common standards and a coordinated approach for community engagement and participation, with the emphasis on inclusion of the most vulnerable, supported by a common platform for sharing and analysing data to strengthen decision-making, transparency, accountability and limit duplication.*

3. *Strengthen local dialogue and harness technologies to support more agile, transparent but appropriately secure feedback.*

4. *Build systematic links between feedback and corrective action to adjust programming.*

Donors commit to:

5. *Fund flexibly to facilitate programme adaptation in response to community feedback.*
6. *Invest time and resources to fund these activities.*

Aid organisations commit to:

7. *Ensure that, by the end of 2017, all humanitarian response plans – and strategic monitoring of them - demonstrate analysis and consideration of inputs from affected communities.*

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1. Baseline (only in year 1)
Where did your organisation stand on the work stream and its commitments when the Grand Bargain was signed?

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 Communication with Communities (CwC) approach is implemented in Gaza to enhance accountability and transparency with stakeholders, and assist in meeting the information and communication needs of crisis-affected people. Through this strategy, Palestine refugees are provided with enhanced access to information and are better able to have their voices taken into account into decision-making processes related to the provision of humanitarian services.

In the West Bank, UNRWA operates a hotline service for beneficiaries of its food voucher programme outside camps, with an operator receiving and responding to complaints and requests for changes. The hotline contact details are visibly displayed in each shop that is a part of the electronic food voucher programme.

In Lebanon, in 2017, UNRWA has launched an AAP pilot project in the North and Central areas, in order to enhance Palestine refugees' participation and better tailor the Agency's programmes towards their needs. UNRWA has also introduced a feedback mechanism to maintain contact with beneficiaries in regard to the reconstruction of Nahr el-Bared camp (NBC) in the north of the country.

Both in Jordan and Syria field of operations, UNRWA regularly meets community leaders to collect feedback on the quality of services provided and discuss potential issues of concern. In both fields, UNRWA has implemented post-monitoring surveys and/or specific feedback mechanisms to collect beneficiaries' views and suggestions on the cash assistance provided by the Agency.

UNRWA has joined UN system-wide efforts to step up actions directed at the prevention and response to sexual exploitation and abuse (SEA). In support of this effort, in March 2017 the Agency adopted a protection from sexual exploitation and abuse (PSEA) annual action plan. Discussions on SEA risks and reporting procedures have also been included in the ethical leadership training, reaching approximately 800 managers and supervisors across the Agency.

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)?

AAP will continued to be monitored, both at HQ and field level, through different mechanisms, including through management compacts with senior staff; monitoring of and reporting against results, including in the Agency's AOR; formal programme evaluations; and biennial protection audits in all fields.

4. Efficiency gains

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

Communication with communities, beneficiaries and host authorities, has proven to be fundamental to ensure the smooth implementation of programmatic changes, such as the transition from the provision of in-kind food assistance to a cash-based transfer approach in Jordan, Lebanon and West Bank. The establishment of hotlines for complaints and feedback on the cash transfer programme are also considered good practices implemented throughout UNRWA fields.

5. Good practices and lessons learned

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

Aid organisations and donors commit to:

1. *Increase multi-year, collaborative and flexible planning and multi-year funding instruments and document the impacts on programme efficiency and effectiveness, ensuring that recipients apply the same funding arrangements with their implementing partners.*

2. *Support in at least five countries by the end of 2017 multi-year collaborative planning and response plans through multi-year funding and monitor and evaluate the outcomes of these responses.*

3. *Strengthen existing coordination efforts to share analysis of needs and risks between the humanitarian and development sectors and to better align humanitarian and development planning tools and interventions while respecting the principles of both.*

Multi-year planning and funding work stream co-conveners reporting request: Please report the percentage and total value of multi-year agreements[2] you have provided (as a donor) or received <u>and</u> provided to humanitarian partners (as an agency) in 2017, and any earmarking conditions.[3] When reporting on efficiency gains, please try to provide quantitative examples.

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1. Baseline (only in year 1)
Where did your organisation stand on the work stream and its commitments when the Grand Bargain was signed?

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?

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. UNRWA currently has 16 multi-year agreements: 12 corresponding to the Programme Budget, and four to emergency response activities. Of the PB MYAs, all but one provide unearmarked funds. Alternatively, three out of the four emergency MYAs are earmarked.

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 appeals have constrained planning horizons, thus offsetting the positive impacts of any increases in multi-year funding.

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[2] Multiyear funding is funding provided for two or more years based on a firm commitment at the outset
[3] For the Grand Bargain definitions of earmarking, please see Annex I. Earmarking modalities, as contained with the final agreement, available here.

UNRWA participated in the High Level Meeting on Large Movements of Refugees and Migrants (HLM), 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. In 2017, UNRWA has continued to engage in follow up to the HLM, most notably through contributing to the Global Compact on Refugees, which UNHCR has been tasked with preparing.

In 2017, in the oPt UNRWA participated in the first three year HPC planning process for humanitarian programming together with OCHA and other humanitarian actors. The process includes the development of a three year (2018-20) HNO.
UNRWA also remains an active participant in the multi-year 3RP process for the Syria crisis.

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 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.

We will continue to advocate with donors for early, predictable, multi-year funding.

4. Efficiency gains

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

Signing MYAs and reducing earmarking results in less staff time spent on grants/project management. As a result, key donor relations staff can invest that time in pursing new funding avenues within their portfolios or strengthening existing projects/ donor activities.

5. Good practice and lessons learned

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 8 - Earmarking/flexibility

Aid organisations and donors commit to:

1. *Jointly determine, on an annual basis, the most effective and efficient way of reporting on unearmarked and softly earmarked funding and to initiate this reporting by the end of 2017.*

2. *Reduce the degree of earmarking of funds contributed by governments and regional groups who currently provide low levels of flexible finance. Aid organisations in turn commit to do the same with their funding when channelling it through partners.*

Aid organisations commit to:

3. *Be transparent and regularly share information with donors outlining the criteria for how core and unearmarked funding is allocated (for example, urgent needs, emergency preparedness, forgotten contexts, improved management)*

4. *Increase the visibility of unearmarked and softly earmarked funding, thereby recognising the contribution made by donors.*

Donors commit to:

5. *Progressively reduce the earmarking of their humanitarian contributions. The aim is to aspire to achieve a global target of 30 per cent of humanitarian contributions that is non earmarked or softly earmarked by 2020[4].*

Earmarking/flexibility work stream co-conveners reporting request: Please specify if possible the percentages of 2017 vs 2016 of:

- Unearmarked contributions (given/received)
- Softly earmarked contributions (given/received)
- Country earmarked contributions (given/received)
- Tightly earmarked contributions (given/received)

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1. Baseline (only in year 1)
Where did your organisation stand on the work stream and its commitments when the Grand Bargain was signed?

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?

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[4] For the Grand Bargain definitions of earmarking, please see Annex I. Earmarking modalities, as contained with the final agreement, available here.

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)?

4. Efficiency gains

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

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

Aid organisations and donors commit to:

1. *Simplify and harmonise reporting requirements by the end of 2018 by reducing its volume, jointly deciding on common terminology, identifying core requirements and developing a common report structure.*

2. *Invest in technology and reporting systems to enable better access to information.*

3. *Enhance the quality of reporting to better capture results, enable learning and increase the efficiency of reporting.*

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1. Baseline (only in year 1)
Where did your organisation stand on the work stream and its commitments when the Grand Bargain was signed?

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 produced a single report, the Annual Operational Report (AOR) covering its operations in 2016. This omnibus report provided a holistic overview of UNRWA's operations across its humanitarian and human development portals (programme budget and emergency appeals) and amalgamated seven reports under one roof. Through this approach, the AOR reduced reporting burdens and responded to donor requirements as it was based on a structure and format that were agreed with donor and host government partners.

UNRWA has further invested in upgrading its results based monitoring (RBM) system, an online database for the collection, analysis and reporting of data for the entirety of UNRWA's operations. This new, SAP based system, was 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)?

In 2018, UNRWA will again develop and issue a single AOR covering the whole of UNRWA humanitarian and human development operations for the 01 January – 31 December 2017 reporting period. Based on donor requests, the Agency will extract humanitarian operations data and narrative reporting from the AOR for replication in standalone, emergency appeal annual reports.
The launch of the upgraded RBM system will provide UNRWA will enhanced analysis and reporting capabilities.

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

In combining seven standalone reports into one document, the AOR enhanced transparency without sacrificing information. In fact, the inclusion of separate 'statistics bulletin' as an annex to the AOR served to provide additional information that was previously not disclosed. Substantively, the AOR maintained reporting against the same number and type of indicators that had been previously been reported against under the above referenced seven reports and in bringing together these seven reports and the statistics bulletin under one umbrella document with a more structured analysis, duplication decreased and transaction costs for both UNRWA and the donor and host government partners were reduced.

Under the AOR, there is an enhanced focus on results through the addition of specific results analysis sections that synthesizes inputs from performance indicator reporting to inform as to overall progress towards the achievement of macro-level strategic outcomes within the UNRWA Medium Term Strategy 2016-21. These sections highlight trend information as to the achievement, underachievement or non-achievement of results and where results were either not achieved or underachieved, specific reasons are cited for non-achievement / under-achievement.

5. Good practices and lessons learned

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?

Through the establishment of a Harmonised Reporting Working Group that engaged a wide range of donor and host government partners towards the development of the entire body of indicators against which UNRWA would collect data, the Agency was able to ensure that specific donor and host government interests were reflected, a state of affairs aimed at decreasing the need for ad hoc reporting to meet a divergent range of donor and host government requirements.

At the same time, efficiency gains realized through harmonized reporting and the establishment of the working group referenced above have been somewhat offset by increased compliance and reporting requirements from some donors.

Work stream 10 – Humanitarian – Development engagement

Aid organisations and donors commit to:

1. *Use existing resources and capabilities better to shrink humanitarian needs over the long term with the view of contributing to the outcomes of the Sustainable Development Goals. Significantly increase prevention, mitigation and preparedness for early action to anticipate and secure resources for recovery. This will need to be the focus not only of aid organisations and donors but also of national governments at all levels, civil society, and the private sector.*

2. *Invest in durable solutions for refugees, internally displaced people and sustainable support to migrants, returnees and host/receiving communities, as well as for other situations of recurring vulnerabilities.*

3. *Increase social protection programmes and strengthen national and local systems and coping mechanisms in order to build resilience in fragile contexts.*

4. *Perform joint multi-hazard risk and vulnerability analysis, and multi-year planning where feasible and relevant, with national, regional and local coordination in order to achieve a shared vision for outcomes. Such a shared vision for outcomes will be developed on the basis of shared risk analysis between humanitarian, development, stabilisation and peacebuilding communities.*

5. *Galvanise new partnerships that bring additional capabilities and resources to crisis affected states through Multilateral Development Banks within their mandate and foster innovative partnerships with the private sector.*

Humanitarian-Development engagement work stream co-conveners reporting request:
What has your organisation done to operationalise the humanitarian-development nexus at country level?"

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1. Baseline (only in year 1)
Where did your organisation stand on the work stream and its commitments when the Grand Bargain was signed?

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. In this sense, in 2017, UNRWA has finalized an Agency wide Emergency Management Framework that outlines policies, procedures, systems and structures to guide the Agency's emergency preparedness and response work.

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

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

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?