

Work stream 1 - Transparency

Aid organizations 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 International Aid Transparency Initiative (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?

1. Baseline (only in year 1)

The World Bank Group (WBG) was the first multilateral agency to publish its data to the International Aid Transparency Initiative (IATI) standard in 2011 and has continued to do so since.

2. Progress to date

As co-convenor, the WBG, in close collaboration with the Dutch Government, is assisting other signatories to also publish their data on the IATI standard.

3. Planned next steps

Through IDA 18, the WBG plans to provide financing needed to rebuild states recovering from conflict; make states resilient to threats including conflict, disease and humanitarian emergencies; and develop infrastructure to enable people to resume peaceful and constructive lives. The WBG will among others through the IDA Results Measurement System report on its activities and results in fragile and conflict affected states.

4. Efficiency gains

Even though the transparency work in the WBG has been implemented through, its open data initiative (2010), access to information policy (2010), and open knowledge depository (2012), it has recently initiated a new initiative to improve its 'agility' in operating in its client countries and fragile and conflict affected states.

5. Good practices and lessons learned

The WBG learned right from the outset when it changed its access policies, that it was hugely beneficial to the development community as researchers, NGOs, development partners all have equal access to the information contained in the WBG's data, documents, and research.

One important lesson learned is that data is vital to help inform and make decisions about effective support in the field. For that purpose, the WBG and UNHCR are joining forces to establish a joint data center on forced displacement to greatly improve statistics on refugees, other displaced people and host communities. The new center will enable a better informed and more sustainable response to forced displacement, underpinning a coordinated humanitarian-development approach. It builds on UNHCR's role as the reference institution for refugee data, bringing in the WBG's analytical expertise and experience, helping national governments improve statistical capacity.

World Bank reporting on 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?

The WBG has committed to work with the UN, bilateral and multilateral organizations on developing the cash transfer programs and other Social Protection instruments suitable for humanitarian situations and work with the humanitarian organizations on bridging the humanitarian-development divide. The WBG engages both through bilateral agreements (e.g. Memorandum of Understandings with UNICEF, WFP, UNHCR) and through work in Social Protection Inter-Agency Cooperation Board (SPIAC-B) as a global cooperation body in which many humanitarian organizations participate. A SPIAC-B working group created in preparation of WHS continued functioning after WHS, discussing cooperation and coordination on SP in humanitarian settings (e.g. Brussels conference).

The WBG has also contributed to the Inter-Agency Standing Committee (IASC)'s efforts to streamline humanitarian approaches to cash based interventions along with other partners (including IOM).

The WBG has been a global leader on cash transfers (since the early 1990s) and on helping client governments build resilient, adaptive social safety nets that can be used for all categories of people on the move (displaced, migrants, refugees, etc.) including in fragile and conflict situations.

The WBG, is the only multi-lateral development bank participating in Grand Bargain and it is not a first respondent in humanitarian crises. However, the WBG has played a significant facilitating and leveraging role in mobilizing domestic and international resources to design and implement adaptive social safety nets and social protection delivery systems that are now increasingly being used to deliver cash to victims of disasters and humanitarian crises. Because the WBG takes equity positions, provides guarantees, interest free credits and interest-bearing loans (both for investment and policy purposes), not only grants and leverages resources, the standard metrics of the Grand Bargain cannot be applied to its activities. Also, most of WBG activities take the form of cash.

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 fiscal years 2015 - 2017 alone, WBG projects (105) helped additional 44.6M people to receive cash benefits worldwide. Part of these programs were developed with other signatories of the Grand Bargain for humanitarian situations for example in Yemen (cash transfer program with UNICEF), Somalia (cash transfer with WFP), Lebanon and Turkey.

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)?

WBG lending to support cash benefits is expected to be in line with 2017 levels in 2018. The project pipeline already exceeds \$2bn in lending, including projects that would help channel cash benefits to people in humanitarian emergencies in Burkina Faso, Cameroon, Chad, Niger and Yemen. The WBG will continue work in the SPAIC-B working group and the next two years we plan to develop a cash transfer tool under the ISPA initiative of the SPAIC-B. We will develop a toolkit on Disaster Responsive Social Protection and a report on Adaptive Social Protection. We will also work with UNHCR on review and development of UNHCR's cash programming.

The WBG is also moving in 2018 with various partners on assisting Governments to advance biometric identification and digitalized service delivery which increase the scope and reduce the cost of delivering cash support. These efforts are increasingly focused on hard to reach, distant, disaster and crisis prone areas of countries. In 2018, the WBG will start a new series of projects under the "West Africa Unique ID for Regional Integration and Inclusion - WURI" instrument first in Côte d'Ivoire and Guinea and then in Phase 2 in Benin, Burkina Faso and Niger in 2019-2020.

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.

Efficiency gains from WBG involvement in the Grand Bargain accrue mostly to our partners and clients as we share knowledge and as Governments open up WBG supported social protection delivery system to delivering humanitarian support in cash. In certain situation, the WBG also benefit from efficiency gains in producing and curating knowledge and joint action on the ground, including parallel co-financing the development of delivery systems for cash support.

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?

Cash-for-Work, public works, expansion of social registries and mobile payment systems are emerging as more widely used accelerators of delivering cash assistance to people in humanitarian situations even in hard to reach, remote areas of low income countries with still limited infrastructure and institutional capacities. Partnering with the private sector is another upcoming possibility in this area.

Examples include:

The Yemen Emergency Crisis Response Project is example of how WB/IDA has engaged in an active conflict country by reallocating funds from within the country's IDA envelope and

through the CRW in cooperation with UN agencies. As of June 30, 2017, over 58,457 people were benefiting from wage employment by participating in cash-for-work and labor-intensive public works. Additionally, IDA-backed efforts helped generate around 595,056 workdays and provide nutrition-sensitive cash transfers and nutrition screening to 17,612 children and pregnant and lactating poor women in Yemen.

In Northern Uganda, prone to draughts and spillover from crisis situations in neighboring countries, the WBG financed the Northern Uganda Social Action Fund (NUSAF III) project. The project is in the process of scaling up public works to provide cash payments for work for about 400,000 people in 80,000 additional households.

In Côte d'Ivoire, the innovative WBG financed "Creating Markets: Digitizing Government-to-Person Transfers for Social Protection" project shows the way for future public-private partnership in delivering cash assistance using new mobile money technology. In just the beginning in 2017, 210,000 poor people in 35,000 hitherto unreached households in remote areas have benefited from mobile money accounts and e-cash transfers. In addition, over 600,000 people in 100,000 households are now registered with the social registry system of country.

SUBMISSIONS BY OTHER ORGANIZATIONS (WFP, IOM, UNICEF, UND, UNHCR and DFID) IN 2017 – FOR COMPARISON – **WBG Mention highlighted**

Copied from: <https://interagencystandingcommittee.org/grand-bargain-hosted-iasc/documents/>

WFP:

Grand Bargain 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?

WFP had formally adopted cash-based transfers (CBT), which include restricted and unrestricted cash, in 2008 as the organisation shifted from food aid to food assistance thus marking the shift from delivering food to delivering hunger solutions. In the same year, WFP produced a CBT policy that outlined the rationale and comparative advantages of introducing cash and vouchers (C&V) in WFP projects and programmes. The policy highlighted opportunities and challenges and explained potential programming, capacity development and partnership implications. It foresaw outcomes and impact at beneficiary and country levels, and for WFP as an organisation. A unit was established in headquarters to consolidate policy implementation efforts related to learning, leadership and coordination across WFP functions. A CBT manual was disseminated in 2009 and updated in 2015. Extensive training was also conducted for over 3,000 field staff.

As such, at the time of Grand Bargain signature, WFP was already well on its way to using CBT in contexts that were appropriate for their application. The number of beneficiaries receiving CBT increased steadily, from 1.1 million in 2009 to over 10 million in 2016. The transfer value to beneficiaries also grew exponentially, from US\$10 million in 2009 to US\$879 million in 2016 in 54 countries, representing about 26 per cent of WFP's total food assistance portfolio. WFP has also been increasingly using government-owned CBT delivery systems to provide assistance to vulnerable populations, particularly in emergency contexts. Following Typhoon Haiyan in the Philippines for example, WFP provided cash assistance to the affected population using the government's social safety net mechanism. The same approach was used in Fiji following the February 2016 cyclone and in Ecuador in the wake of the April 2016 earthquake.

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?

Having gained considerable experience and expertise in the use of CBT, WFP's focus is shifting from delivering cash to gauging the outcomes that can be achieved through these transfer modalities. In particular, in supporting countries implement SDG2, WFP focuses on providing technical assistance and capacity development to governments to either establish or enhance cash-based social safety nets which are also shock responsive. **This work is undertaken in partnership with the World Bank Group and UNICEF.**

WFP is implementing a new financial framework which will enable the organisation to accurately track transfers to beneficiaries by modality (cash, vouchers, in-kind) and by mechanism (debit card, mobile phone transfers etc.). It will also enable WFP to accurately track costs by transfer modality. WFP is also investing in financial risk management through the deployment of experts from the private sector. WFP's corporate monitoring guidelines have been adapted to the use of CBT and the terms of reference for evaluations of WFP operations now include the assessment of results achieved through the use of

CBT. WFP, UNHCR, UNICEF and OCHA have tested 'cash preparedness' initiatives in four countries to increase inter-agency cash readiness in those countries and to jointly learn if and whether such a concept could be taken up more widely throughout the humanitarian sector. WFP has also made 8

available an on-line basic training package on how to do cash programming, mostly useful as a core introduction for smaller NGOs and civil society organisations. Additionally, WFP has commissioned cost effectiveness type studies as well as some more policy and programmatic studies of cash in the context of shock-responsive programme design. [WFP and the WBG recently forged a strategic partnership which includes a component on connecting humanitarian assistance and social protection. This builds on ongoing collaboration around gathering lessons on the matter.](#)

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)?

WFP will continue to update the CBT business processes and tools as the organisation's experience in them grows. WFP will continue to provide support to host governments in the adoption of shock-responsive safety nets, in collaboration with other partners. WFP will also invest in operational research to build an evidence base on the impact of its operations that use CBT compared to other transfer modalities. WFP will continue to engage with the wide community of practice in sharing tools, standards and lessons learned.

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?

IOM:

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?

☑ Cash-Based Interventions (CBI) is a strategic priority for IOM, which has employed cash in its delivery of assistance to populations of concern for the past two decades, across the full spectrum of its programming portfolios, whether in support of the reintegration of returning migrants and victims of trafficking, in forced displacement settings, to the benefit of both IDPs and refugees, and in transitional contexts, through community-based engagement, particularly in urban environments. As an example of the scale of these operations, since 2007, IOM has implemented more than 130 projects involving cash-based transfers in at least 45 countries. Such project include different types of transfer including unconditional and conditional grants, cash for rent, cash for work, and voucher programmes. The Organization is committed to increase and enhance its ability to deliver aid through CBI in a timely and accountable manner and at scale.

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 view of the increasingly systematic use and strategic expansion of CBI across the organization, IOM has established a CBI working group and initiated a review of its global approach to CBI through the publication of an IOM compendium on CBI. This compendium outlines Organizational best practices along with the various accountability and delivery mechanisms currently in use in the field. IOM has also developed country-level standard operating procedures to support monitoring and evaluation of its CBI. Tools developed are flexible to accompany IOM's wide spectrum of cash programming as well as that of the local context.

☐ IOM has also contributed to the Inter Agency Standing Committees (IASC) efforts to streamline humanitarian approaches to CBI, including the initiatives led by the World Bank, whose recommendations were endorsed by IOM. Moreover, IOM have in 2016 been co-leading the Global Shelter Clusters Cash Working Group and continues to actively participate in country level cash working groups where operational relevant, and the Geneva Cash Working Group.

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)?

☐ Building on its initial activities, in 2017, IOM aims at producing a new set of organization-wide operational guidelines governing the application of CBI in displacement and other humanitarian contexts which the organization intervenes in. This will include elements relevant to resource management, and criteria on the basis of which CBI may be considered a preferable aid delivery modality, including an assessment of market capability, beneficiary preferences, do no harm considerations and cost effectiveness.

IOM also intends to introduce transparency and accountability tools to better track aid volumes delivered through CBI in order to measure the evolution of its approach in this regard. This will in part be supported by the expansion of IOM's organizational results based management platform: the Project Information and Management Application (PRIMA). PRIMA is currently only available as a pilot across a very limited number of IOM projects. In late 2018, it will be extended to include all project activities. This will allow IOM to better facilitate the effective and transparent administration of projects. PRIMA will enable project managers to conduct more in-depth project management; enable consistent, insightful analysis across IOM projects; facilitate collation and sharing of operational data and project information; and simplify reporting. This capability would, among else, strongly support deeper analysis of the Organization's engagement in CBI.

☑ IOM will in 2017 reinforce its institutional capacity and country level preparedness to deliver cash-based interventions to beneficiaries as well as the establishing of new and strengthening of existing partnerships for the delivery and coordination of cash-based assistance to its beneficiaries.

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?

UNICEF:

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?

UNICEF has been working in partnerships with national governments and stakeholders to facilitate delivery of cash assistance in emergencies since 2013. At the signing of the Grand Bargain, 39 UNICEF country offices had used cash based transfer modality as part of their programming in the Middle East and northern Africa region, as well as the East and Southern Africa region.

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?

UNICEF has focused on scaling-up of cash-based programming and harmonized delivery of cash with WFP and UNHCR.

UNICEF has been increasingly engaged in cash-based programming and has demonstrated in many countries that we have clear added-value in leveraging our engagement in leveraging social protection systems, cross-sectoral programming and child vulnerability assessment and targeting methodologies. UNICEF has increased uptake of cash based programming in humanitarian crisis in 11 countries namely Democratic Republic of Congo, Nigeria, Syria, Iraq, Lebanon, Jordan, Yemen, Turkey, Ethiopia, Somalia, and Egypt.

Building on this experience, UNICEF has further developed its corporate approach to cash-based programming in humanitarian action, as well as the requisite systems, capacities and guidance to effectively scale-up cash programming.

UNICEF is also further building on experience working jointly with WFP and UNHCR to expand coordinated approaches to cash. High level discussions with WFP and UNHCR have taken place and progress has been achieved to strengthen our collaboration using this programming modality. Through the “Ready to Respond” initiative, and with DFID support, UNICEF Country Offices in four high-risk countries (Myanmar, Afghanistan, Niger and Burundi) have helped develop interagency feasibility assessment and preparedness tools for cash-based programming. This work is being pursued in collaboration with WFP, UNHCR and 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)?

- i. Strengthen UNICEF institutional capacity to respond to the cash programming needs from the field and HQ level.
- ii. Harmonize cash based programming through a corporate programmatic strategy.
- iii. Strengthen inter agency coordination on the use of cash at policy and operation levels.
- iv. Invest on operational research, monitoring and evaluation to generate evidence for enhanced results in cash based programming.

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.

No update at this time.

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?

No update at this time.

UNDP:

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)?

WFP-UNDP will continue to update the CBT business processes and tools as the organisation's experience in them grows. WFP will continue to provide support to host governments in the adoption of shock-responsive safety nets, in collaboration with other partners. WFP will also invest in operational research to build an evidence base on the impact of its operations that use CBT compared to other transfer modalities. WFP will continue to engage with the wide community of practice in sharing tools, standards and lessons learned.

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?

UNDP has used cash based interventions for its livelihoods recovery projects in disaster and conflict settings, for instance in Haiti, Philippines, Syria, Jordan and Turkey. In the Ebola response, UNDP also implemented a large-scale project covering payments of Ebola health workers delivering essential services to the communities affected by the pandemic.

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?

UNDP is developing programme and operations tools to engage at scale in cash-based interventions targeting conflict and disaster affected communities and working with governments to support resumption of essential government services through the payment of public sector workers. The tools include guidance notes, cash based project management tools, long term agreements with service providers, communication messages, deployable experts from UNDP and stand-by partners' experts to be deployed. UNDP is also strengthening the collaboration with CashCap to receive support at cluster and interagency level.

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)?

UNDP intends to increase its use of cash based transfers for social protection, emergency response, core government functions and health systems response. It is also planning to finalize and roll out its programme and operations tools for cash based interventions in 2017.

UNDP is exploring options on digitizing cash transfers in partnership with private sector (Vodafone, Microsoft) and others, as well as exploring other innovative partnerships.

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.

Through cash-based intervention systems, UNDP aims to increase effectiveness, accountability and financing for the unbanked, and to link emergency response to longer term development with effective systems of data management and monitoring.

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?

Early results in cash programming point to the fact that the scope of digital cash programming will only continue to grow, necessitating increasing coordination between different cash programming actors.

UNHCR:

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)?

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. 6

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?

DFID:

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?

UK GB Commitment: UK has committed to more than double its use of cash in crises by 2025.

Baseline: in 2015/2016 humanitarian cash and voucher represented 14 % of DFID humanitarian spend, cash transfers alone represented 10 % of DFID humanitarian spend.

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?

Providing leadership to the humanitarian sector:

- Co-convening Grand Bargain cash workstream with WFP: workplan established and event under preparation (to happen before June 2017);
- Established GHD cash workstream, co-chaired with Norway, concept note and workplan endorsed; first meeting hosted (March 2017) and event under preparation (to happen before June 2017);
- Coordinating with other cash platforms and actors (CaLP and others);
- Engagement with other donors around common interests (e.g. outcome indicators).

☑ Creating incentives for the scale up of cash and operationalization of the Grand Bargain cash commitments:

- Embedding cash as core pillar of UK core funding to UN and Red Cross Movement Agencies;
- Funding of cash programming in country offices; including the promotion of streamlined models such as Lebanon.

☑ Institutionalising:

- Cash is a key part of UK humanitarian reform agenda and new Humanitarian Policy;
- Carried out a DFID baseline on use of cash within total humanitarian funding for FY 2015/2016;
- Initiated development of internal markers to measure use of cash and included cash in new Humanitarian VfM guidance.

☑ Investment in Evidence:

- Development Initiatives research on tracking cash published, establishing a sector wide baseline for 2015 and recommendations on how to track cash;
- ODI case studies on models of cash scale up published.

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)?

- Leadership: facilitate delivery of GB and Good Humanitarian Donorship cash workstream workplans;
- Institutionalisation within DFID:
 - Finalise establishment of a cash marker within DFID data management system;
 - Update internal guidance on cash programming;
- Further investment in evidence;
- Engage with other donors through our wider advocacy for reform.

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.

- Too early to report

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?

- Too early to report

World Bank reporting on Work Stream 4 - Reduced duplication and management costs

1. Baseline (only in year 1)

N/A

2. Progress to date

WBG Expenditure Review

The World Bank is on track to achieve \$340 million of sustainable budget efficiencies as part of the \$400 million WBG Expenditure Review. The Expenditure Review (ER) program, initiated in early CY 2014 to be implemented over 4 years, was part of a package of measures aimed at enhancing the Bank's financial sustainability, primarily targeting to reduce costs and move funds both into more operational work and also capital retention/reserves. ER will be fully implemented in FY18, with the WBG meeting its target. Together with other efforts, the ER has helped the Bank meet its budget sustainability rules and redirect resources toward strategic priorities and corporate commitments. Saving measures implemented as part of the ER touched on all parts of the institution. These included, among others, lowering travel costs through advanced bookings, economy class travel for trips under 5 hours, reduction of less essential travel and reduced per diems; pension reforms, including change in mandatory retirement age; introduction of a centralized fee setting mechanism for Short Term consultants and temporaries; implementation of new technologies such as managed printing and Cloud computing; significant resizing of several support functions (e.g. IT, resource management, accounting) and offshoring of services; and elimination of some units with core functions integrated with other units.

WB Business Reviews

Management has complemented the Expenditure Review with a rolling program of Business Reviews which evaluate spending in each business unit within the World Bank to identify opportunities for greater efficiency and strategic alignment. This practice follows from Management's commitment to budget discipline through benchmarking and ensuring continued efficiency focus and cost discipline. Management has put in place a peer review and governance mechanism and is making use of outside expertise and benchmarking where appropriate. Business Reviews have identified significant savings. Examples to date include: efficiencies in the operating model (e.g. ringfencing of IT operating costs); lean services and staffing; and, organizational realignment that improves business delivery.

Because of its strong commitment to efficiency measures, Management has kept the budget at a flat nominal level for the past five years.

3. Planned next steps

Going forward, the WBG will continue to improve on the efficient use of resources including introducing a range of new efficiency measures: further efficiencies in workforce structure (e.g. staff grade mix in certain job functions) achieving savings in corporate procurement and real estate, as well as process improvements from administrative simplification and agile approaches. These measures, in addition to the sustained measures under of the Expenditure Review, will help maintain budget discipline for the coming years, especially at a time when cost of doing business continues to rise (i.e. projects in fragile states and small states, more complex multi-sectoral projects, decentralized workforce, security).

4. Efficiency gains

N/A

5. Good practices and lessons learned

N/A

World Bank Group reporting on 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?

Since the signing of the Grand Bargain (GB) commitments in 2016, the World Bank Group (WBG) has initiated and is in the process of implementing several efforts to strengthen humanitarian-development engagement in fragile and conflict-affected situations. An overarching focus of these efforts is shrinking the overall level of humanitarian financing needs by preventing crises and mitigating their impact when they do occur. The WBG and its partners are pursuing this objective through innovative financing, on-the-ground partnership, and new forms of knowledge. Key efforts include:

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?

Bridging the humanitarian-development divide to address refugee crises.

More than 90 percent of refugees live in developing countries. A strong majority of them live outside of camps, embedded in communities, where they can pressure infrastructure, social services, the environment, and labor markets. Even as humanitarian actors have historically taken the lead, the dimensions of refugee crises today also demand a development response. For this reason, the WBG and its global partners have spearheaded two initiatives – **the International Development Association 18 (IDA18) Regional Sub-window for Refugees and Host Communities** and **the Global Concessional Financing Facility** – that seek to bridge the humanitarian-development divide in the context of refugee crises.

The **\$2 billion “Refugee Window”** offers dedicated funding on top of host governments’ normal IDA allocations to help them manage the development impact of refugee inflows and provide socioeconomic opportunities for both refugees and host communities. In close collaboration with UNHCR, eligibility notes have been developed for 8 countries, allowing them to access finance from the window, and 15 projects worth some \$1 billion are being prepared to provide. These efforts will serve to complement the efforts of humanitarian actors and offer more sustainable solutions to governments and refugees and their hosts.

The Global Concessional Financing Facility was created to help Jordan and Lebanon manage the influx of Syrian refugees. While Jordan and Lebanon are middle-income (i.e., non-IDA) countries, the Facility uses donor contributions to reduce the interest rates to concessional (or IDA-like) levels on MDB projects that specifically benefit refugees and host communities. This exceptional financing recognizes the global public good Jordan

and Lebanon provide by opening their borders to Syrians fleeing war. UNHCR and UNDP sit on the Facility's steering committee and are key partners in the initiative.

Leveraging humanitarian actors to deliver in-conflict development support

In its response to famine and other humanitarian crises, the WBG aims for comprehensive solutions that leverage its comparative advantages. This means complementing the work of humanitarian partners by addressing the root drivers of fragility and crises and helping affected countries build social protection systems and broader forms of resilience even while addressing the immediate priority of saving lives. Significant progress has been made in the area of adaptive social protection systems. Of the 129 countries that have established a cash transfer program, 26 of them are on the WBG's harmonized list of fragile and conflict-affected situations. Progress is also being made through on-the-ground engagements with humanitarian actors. In Yemen, UNICEF, UNDP, and WHO implement WBG's projects that deliver life-saving nutritional, health, and income support amid active conflict; and establishing a new partnership with ICRC to help people suffering from famine in the most remote, insecure parts of Somalia. Based on this successful effort, the WBG is currently exploring opportunities to step-up, and systematize, future engagement with non-state actors.

Humanitarian-Development-Peace Initiative

A joint initiative between the United Nations (UN) and World Bank Group (WBG) also seeks to operationalize the humanitarian-development-peace nexus at country level. This joint initiative, the HDPI, aims to incentivize the UN, WBG, and other partners working in fragile and conflict-affected situations to identify collective outcomes and deliver more comprehensive and integrated responses. Seven pilots are being supported, in Cameroon, Central African Republic, Guinea Bissau, Somalia, Sudan, Pakistan and Yemen. Early results indicate HDPI resources have increased efficiency gains by facilitating a single interface with government under joint/shared evidence and strategy; strengthening understanding across institutions of how the other ones work; helping leverage comparative advantages especially in generating data and evidence; and reducing duplication through improved coordination. Findings of an ongoing stocktaking report will inform future UN-WBG engagement in fragile settings.

UN-World Bank Group flagship report on prevention of violent conflict

On March 1, the UN and WBG launched a major jointly written report entitled *Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict*. The report emphasizes the need to focus on prevention as a means of achieving peace. It urges development, security, and diplomatic actors to engage collaboratively throughout the conflict life-cycle, instead of sequencing their efforts and acting in silos. Key recommendations include addressing risks early, before grievances turn violent, and shifting toward more inclusive policies and investments to promote equal access to natural resources, services, security, and justice, particularly for women, youth, and excluded groups and geographies. The report finds violent conflict could cost up to 13 percent of global GDP and effective prevention has the

potential to save \$5-70 billion per year. The WBG is now working to operationalize the study's recommendations in its strategy, programming, and policy dialogue in countries most at risk of violent conflict.

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 (optional for year 1)

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

N/A

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?

N/A