

**Grand Bargain in 2022:
Annual Self Report – Narrative Summary**

Name of Institution: UNHCR

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Date of Submission: 16 February 2023

(NB. Please limit your answer to no more than **4 pages in total** – anything over this word limit will not be considered. Please respond to all of the questions below.)

Grand Bargain in 2022

Question 1: Reflecting on the information you have provided in the Excel spreadsheet, please highlight the 2 or 3 key outcomes or results relating to the Grand Bargain that your institution achieved in 2022?

As a result of the GB Caucus on cash, UNHCR assumed accountability for cash coordination in refugee settings, and co-leads the Cash Advisory Group along with OCHA. UNHCR's approach to cash as the preferred modality for assistance has been confirmed by the CBI Policy 2022-26.

In 2022, an [Advisory Board on meaningful engagement with organizations led by forcibly displaced and stateless persons](#) was established to advise UNHCR on strategic issues, promoting meaningful engagement of local actors in global policy and direction, and allowing organisations led by people with lived displacement or stateless experience to directly influence UNHCR policies.

On localization, UNHCR successfully rolled out the use of a [simplified grant agreement to directly fund organizations led by forcibly displaced and stateless persons](#). In addition both financial and technical support were provided through the [Refugee-Led Innovation Fund](#), and the 2022 [NGO innovation award](#) which celebrated the work of women-led organizations.

Question 2: Briefly explain how the outcomes contribute to achieving the Grand Bargain 2.0 enabling priority 1 (quality funding).

Enabling priority 1: A critical mass of quality funding is reached that allows an effective and efficient response, ensuring visibility and accountability.

(For ease of reference, see Senior Officials Meeting recommendations [here](#).)

In 2022, 84 % of UNHCR's partners were national or local actors, a number that has been increasing year-on-year. Some USD 850 million was disbursed to them (more than 50 % of all funding transmitted to partners).

UNHCR highlights flexible funding from donors through an [annual Flexible Funding report](#) as well as social media, video content, speeches and presentations to the wider international community which provide visibility throughout the year. UNHCR leads an interagency working group on visibility, which aims to improve visibility for flexible donors, comprising OCHA, IOM, UN Women, WHO, UNICEF, FAO, UNDP and UNFPA are members of the WG.

Question 3: Briefly explain how the outcomes contribute to achieving the Grand Bargain 2.0 enabling priority 2 (localisation and participation).

Enabling priority 2: Greater support is provided for the leadership, delivery and capacity of local responders and the participation of affected communities in addressing humanitarian needs.

The Advisory Board, grant agreement, NGO Innovation Award and Refugee Led Innovation Fund mentioned above all demonstrate UNHCR's efforts toward better partnership with local actors including through direct funding arrangements, institutional capacity strengthening and knowledge exchange. Global NGO consultations led by UNHCR and ICVA in 2022 focused on "[Localization and Climate Action](#)" gathering over 500 participants, of which over 50 % were local or refugee-led organisations. All panels were moderated by the people UNHCR serves and the event featured side events organized in collaboration with local actors.

Participation and AAP are at the heart of UNHCR's work, in line with our Strategic Directions 2022-26 as well as our Age, Gender and Diversity Policy. We continue to engage refugee/community outreach workers from the communities in a range of contexts (Lebanon, Syria, Cyprus, Bangladesh, Venezuela to name just a few), offering a critical link with displaced communities. In 2021, 898 participatory assessments took place, while 65% of UNHCR operations had a feedback and response system designed in consultation with communities. Further detailed information on UNHCR AAP work is available in the [AGD Accountability report 2021](#).

Question 4: Has your institution endorsed the caucus outcome document on quality funding, on the role of intermediaries, on cash coordination, Yes/No?

Yes – UNHCR actively participated in all caucuses and endorsed their outcomes. Under the new **cash coordination** model, UNHCR is accountable in refugee settings, and co-leads the global cash advisory group with OCHA. A transition plan has been developed with OCHA for 40 countries (13 refugee settings); all contexts will have transitioned to the new model by 2024. UNHCR has developed FAQ, checklist, training and sensitization sessions to ensure the new model is known to all staff.

UNHCR has been advancing on the commitments developed by the **role of intermediaries'** caucus for some time. 84% of UNHCRs partners are national/local actors; 58% of partnership expenses were awarded to local/national actors in 2022; and 4% is provided in overhead costs. Investments to organizational development are made through the Refugee-Led and NGO Innovation Funds, small grants and [online information repository](#) for organizations led by forcibly displaced and stateless persons. Local partners co-design and steer projects they implement in partnership with UNHCR in field locations, while the newly established Advisory Board seeks to engage local actors at the global level. A group of experts from Refugee-Led

Organizations is also fully engaged in the development of the UN common pledge 2.0. that seeks to ensure inclusion of refugees in national systems and service delivery.

In relation to the commitments arising out of the **quality funding** caucus, UNHCR's ability to provide multi-year funding to partners is determined by funding received from donors. UNHCR's programming cycle shifted to a multi-year approach in 2021; by 2024 all operations will have shifted to this cycle – it is anticipated that the number of multi-year partnerships (currently 36) will grow accordingly. A number of the caucus commitments have long been UNHCR practice, including embedding a participatory approach, engaging affected populations, IATI reporting, and use of the 8+3 reporting template.

Grand Bargain and cross-cutting issues

Question 5: How has your institution contributed to the advancement of gender equality and women's empowerment¹ in humanitarian settings through its implementation of the Grand Bargain? What results/outcomes have been achieved in this regard? (Please outline specific initiatives or changes in practice and their outcomes/results).

Under the new planning approach adopted in 2021 "Empowering communities and achieving gender equality" is one of four global impact areas for UNHCR, and a new organizational gender equality marker enables us to track outputs contributing to gender equality. UNHCR 2022 NGO Innovation Awards celebrated the work of women-and girl-led organizations.

UNHCR's approach to cash-based interventions prioritize women as key recipients of cash assistance – in 2022, 81% of family recipients were women. Key considerations and learning have also been documented in this brief on [cash assistance and gender](#).

UNHCR collaborates with the World Bank on the [Gender Dimensions of Forced Displacement](#) Research Programme. In early 2022, a [synthesis of this research](#) across 17 country studies was published. The research informs development policy and programming, including for the World Bank.

Question 6: How has the humanitarian-development nexus been strategically mainstreamed in your institutional implementation of the Grand Bargain commitments? Please explain how your institution has linked commitments 10.1 - 10.5² with other commitments from other workstreams.

Mainstreaming development engagement in UNHCR responses from the outset, especially by building coalitions with development partners, is an area identified for accelerated and targeted action in UNHCR's Strategic Directions 2022-2026. Since 2021, UNHCR internal systems require alignment of country strategies with collective priorities outlined in UN

¹ Refer to the IASC definitions of gender equality and women empowerment, available [here](#).

² Refer to the original Grand Bargain agreement, available [here](#).

Sustainable Development Cooperation Frameworks (UNSDCFs). Over 70 operations have prepared multi-year plans to be aligned with the UNSDCF programme cycle by 2024. At country level, UNHCR is a member of the UNCT in 87% of all countries, has joint programming in 40% of countries, and a 100% participation rate in the UNSDCFs in all countries UNHCR is present.

Since 2017, partnership with the World Bank has enabled \$3.6 billion to be disbursed to 16 low-income refugee-hosting countries. A further US\$755 million has been allocated in grants to secure over US\$ 6.1 billion in concessional loans in 5 middle-income countries. Collaboration with the Asian Development Bank resulted in a grant for Bangladesh, as well as knowledge exchange and capacity building. UNHCR's engagement with the Islamic Development Fund has led to the launch of the Global Islamic Fund for Refugees (GIFR) to support displaced persons in and from Organisation of Islamic Cooperation member countries, as well as the Humanitarian Trust Fund for Afghanistan.

OPTIONAL QUESTION:

Question 7: Has your institution taken any steps to share risks with its partners? If so, please describe how. *(For ease of reference, please see a set of actions and recommendations to enhance risk sharing as suggested in the report [Risk Sharing in Practice](#), June 2022, commissioned by the Netherlands and the ICRC).*

UNHCR's 5-year risk management strategy requires engagement of UNHCR personnel, partners and stakeholders. A training package on risk management for partners was finalized in 2022 and will be rolled out in 2023. UNHCR's procedures and instruments include measures that are consistent with principles of partnership and risk sharing between partners. These measures include risk assessments, which determine the level of flexibility and authority given to a partner, as well as capacity support.

UNHCR may provide funding for the costs of risk mitigation, including through overheads/indirect support costs and insurance. Partnership agreements contain provisions which take into account that many risks cannot be eliminated, and that the primary obligation on partners is to ensure that action is taken to mitigate those risks. UNHCR also engages a third-party organization to annually survey UNHCR's partners to learn the extent to which partners believe that UNHCR acts consistently with the principles of partnership, including the extent to which UNHCR shares risk.

Regular dialogue and briefings on risk management have been organized with Member States, donors, UN agencies and partners. UNHCR actively participates in the UN High Level Committee on Management Risk Forum, a network of 30+ agencies and international organisations, sharing approaches and methodologies for best practices in risk management.