



**AGENDA
FOR HUMANITY**
5 CORE RESPONSIBILITIES
24 TRANSFORMATIONS



**Annual Report on World Humanitarian
Summit Commitments - United Nations High Commissioner
for Refugees (UNHCR)
2016**



Stakeholder Information

Organisation Name

United Nations High Commissioner for
Refugees (UNHCR)

Organisational Type

UN

City and Country where Headquartered

Geneva, Switzerland

Focal Point Name

Lea Moser

Region

Global

Twitter ID

@Refugees



2B Ensure full access to and protection of the humanitarian and medical missions

Individual Commitments

Commitment	Commitment Type	Core Responsibility
UNHCR commits to drive inter-agency efforts to place protection at the centre of humanitarian action and ensure that the needs and capacities of people in crisis guide collective actions to enhance protection and find solutions.	Advocacy	Uphold the Norms that Safeguard Humanity

Core Commitments

Commitment	Core Responsibility
Commit to ensure all populations in need receive rapid and unimpeded humanitarian assistance.	Uphold the Norms that Safeguard Humanity
Commit to promote and enhance efforts to respect and protect medical personnel, transports and facilities, as well as humanitarian relief personnel and assets against attacks, threats or other violent acts.	Uphold the Norms that Safeguard Humanity

Where did your organization stand on these issues prior to making these commitments

As a protection lead agency, UNHCR works across the spectrum of issues related to displacement. Moreover, UNHCR leads 25 of the 33 protection clusters/sector working groups in the field including in the complicated situations of Syria, South Sudan, Yemen, Iraq, Myanmar and Ukraine. At the operational level, within the cluster approach, UNHCR is not only a major responder to displacement but, more broadly, it leads a response to protection needs, whether of displaced persons, host communities or besieged people.

Achievements at a glance

As Global Protection cluster lead, UNHCR has led initiatives such as the IASC Statement on the Centrality of Protection, IASC protection policy and the HCT Protection Strategy Guidance and perhaps most importantly an improvement in the quality of cluster leadership on the ground. There are almost 100 protection staff working exclusively or partly on protection coordination and information management in the field, with the position of protection coordinator in the largest operations staffed at P5 level.

How is your organization assessing progress

UNHCR co-leads the Global Protection Cluster Task Team on Law and Policy with IDMC that includes 20 organizations. The Task Team completed a number of high profile activities during the year. This included the creation of a database of national and regional IDP laws and policies, a stocktaking exercise based on this mapping that identified trends as best practices and lessons learned, and the organization of several learning activities and workshops. UNHCR has been partnering with 750 NGOs in protecting and delivering services to refugees, IDPs, and other persons of concern. Of those NGOs, 62 % are national and local.

Challenges faced in implementation

There are no significant challenges faced in implementation of the commitment.

Next step to advance implementation in 2017

UNHCR will continue its work on the inter-agency level as well as initiatives launched in 2016 including the implementation of the HCT protection guidance. Moreover, UNHCR will continue its work as co-lead for the GPC Task Team on Law and Policy.

If you had one message for the annual report on what is most needed to advance the transformation Ensure full access to and protection of the humanitarian and medical missions , what would it be

The need to strengthen efforts to place protection at the centre of humanitarian action.



Tag with other relevant transformations, keywords, initiatives

Keywords

IDPs

Refugees

Agenda for Humanity

3A - Reduce and address displacement



2D Take concrete steps to improve compliance and accountability

Individual Commitments

Commitment	Commitment Type	Core Responsibility
UNHCR commits to fully implementing the IASC GBV Guidelines by 2018.	Policy	Uphold the Norms that Safeguard Humanity
UNHCR commits to providing capacity building and/or other support to 10 civil society and/or Member State partners to accelerate their ability to sign on to the Call to Action by 2017.	Capacity	Uphold the Norms that Safeguard Humanity

Core Commitments

Commitment	Core Responsibility
Commit to promote and enhance respect for international humanitarian law, international human rights law, and refugee law, where applicable.	Uphold the Norms that Safeguard Humanity
Commit to speak out and systematically condemn serious violations of international humanitarian law and serious violations and abuses of international human rights law and to take concrete steps to ensure accountability of perpetrators when these acts amount to crimes under international law.	Uphold the Norms that Safeguard Humanity
Implement a coordinated global approach to prevent and respond to gender-based violence in crisis contexts, including through the Call to Action on Protection from Gender-based Violence in Emergencies.	Uphold the Norms that Safeguard Humanity
Fully comply with humanitarian policies, frameworks and legally binding documents related to gender equality, women's empowerment, and women's rights.	Uphold the Norms that Safeguard Humanity Leave No One Behind

Where did your organization stand on these issues prior to making these commitments

UNHCR is a member of the Call to Action to end Sexual Violence in Emergencies. Launched in 2013, the initiative aims to transform the way sexual and gender-based violence is addressed in humanitarian emergencies through fostering accountability that all efforts from the onset of a crisis mitigate SGBV risks and provide safe and comprehensive services for those affected by SGBV. UNHCR is committed to ensure technical support to emergencies through the deployment of six Senior Protection Officers (SGBV) and assessment of the impact and ensure the implementation of IASC Guidelines for Integrating GBV Interventions in Humanitarian Action across UNHCR operations.

Achievements at a glance

UNHCR has disseminated the IASC GBV Guidelines to all staff in the organisation. The interagency reference group, of which UNHCR is an active member, organized 7 global launch events, 4 global trainings, 1 regional training for countries responding to the Syria situation and 52 trainings in 10 countries. UNHCR Protection, CCCM, Shelter, WASH and other sector/cluster staff attended the trainings.

The onset of an emergency is the most critical moment to deliver response services for survivors. In 2016, 12 operations* benefited from 55 months of technical support from Senior Protection Officers (SGBV). These operations achieved progress in mitigating the risk of SGBV and improving access and quality of vital services to survivors, as well as promoting the implementation of GBV prevention and response across the sectors based on the GBV Guidelines.

*Uganda, Republic of Congo, Kenya, Greece, Nigeria, Rwanda, Tanzania, Malawi, South Sudan, Central African Republic, Italy,



Niger.

How is your organization assessing progress

Progress will be measured through the UNHCR Results Based Framework which is currently being revised.

To evaluate the deployment scheme and assess the work of the Senior Protection Officers (SGBV) UNHCR has developed a monitoring and evaluation (M&E) framework around a set of essential actions across sectors that are deemed effective at preventing and responding to sexual and gender-based violence (SGBV) during humanitarian emergencies.

Challenges faced in implementation

Limited financial resources is a key concern.

Next step to advance implementation in 2017

- UNHCR will launch a SGBV e-learning program based on the IASC GBV Guidelines. This investment in SGBV learning and other protection learning as a whole builds UNHCR's capacity to implement better protection for refugees and is a core element of improving sustainability of advances made in prevention work impacting on refugees and other conflict affected populations.
- UNHCR continues to support the roll out in emergencies of the IASC GBV Guidelines.
- Emergency deployments of SPO (SGBV) at the onset of emergencies will continue to take place to prioritize SGBV prevention and response.

If you had one message for the annual report on what is most needed to advance the transformation Take concrete steps to improve compliance and accountability , what would it be

SGBV prevention and response interventions are lifesaving. Each sector has a responsibility to implement measures to mitigate and prevent SGBV at the onset of an emergency and to sustain efforts throughout all the phases of displacement to solutions.

Tag with other relevant transformations, keywords, initiatives

Keywords

Gender

Agenda for Humanity

3D - Empower and protect women and girls



3A Reduce and address displacement

Individual Commitments

Commitment	Commitment Type	Core Responsibility
UNHCR commits to a predictable engagement in situations of internal displacement, subject to resources being made available by the international community.	Operational	Leave No One Behind
UNHCR commits to a sustained partnership with entities that wish to work collaboratively in situations of forced displacement based on the Wilton Park Principles: working through national and local systems; supporting host communities and building social cohesion; enabling economic participation and growth; providing impactful and innovative financing and improving the data and evidence base.	Partnership	Leave No One Behind
UNHCR commits to continue to fulfil its core task of ensuring international protection and assistance and seeking permanent solutions for refugees and other persons of its concern, working in close cooperation with States, relevant organizations and other actors.	Operational	Leave No One Behind
UNHCR commits to enabling equitable and sustainable access to adequate health services for refugees by advocating for the removal of mandatory disease screening and testing due to status, including HIV testing for refugees and asylum-seekers; working in a multi-sectoral fashion with partners during the contingency and response phases to ensure an integrated response to the provision of assistance to refugees so as to reduce dependency and improve sustainability, as well as to improve the capacity of national health systems; advocating with other UN agencies and other organizations for the creation of a health travel passport that allows for continuity of care for refugees and other displaced persons, whenever feasible, while always ensuring medical confidentiality and protection concerns.	Operational	Leave No One Behind
UNHCR commits to ensure respect for international refugee law and protection principles through its supervisory responsibility in relation to relevant international instruments, including through leading and contributing to the progressive development of international, regional and national refugee law and to more effective implementation of legal standards in practice.	Operational	Leave No One Behind
UNHCR commits to expand the use of biometrics for refugee registration to a total of 75 country operations in order to enhance the protection of refugees by maintaining their key identity features and to strengthen the integrity of aid delivery.	Operational	Leave No One Behind



<p>UNHCR commits to further developing its dialogue and cooperation with Multilateral Development Banks (MDBs) to facilitate their active engagement in situations of forced displacement where their technical and financial comparative advantages can contribute to improved socio-economic outcomes for refugees, internally displaced persons (IDPs) and affected host communities.</p>	Financial	Leave No One Behind
<p>UNHCR commits to reinforcing the Solutions Alliance as a central platform for collaborative action in support of solutions to conflict-induced displacement and to do so by engaging in relevant national groups.</p>	Partnership	Leave No One Behind
<p>UNHCR commits to support efforts that enable economic participation of forcibly displaced persons and access to finance, in collaboration with partners, thereby contributing to their self-reliance, preparedness for solutions and also to poverty reduction and economic growth.</p>	Operational	Leave No One Behind
<p>UNHCR commits to working with development organizations, research institutions, and other partners to leverage their expertise in strengthening existing data collection efforts and to build the evidence base of the economic impact of refugees on host economies through active engagement in new studies.</p>	Partnership	Leave No One Behind

Core Commitments

Commitment	Core Responsibility
<p>Commit to a new approach to addressing forced displacement that not only meets immediate humanitarian needs but reduces vulnerability and improves the resilience, self-reliance and protection of refugees and IDPs. Commit to implementing this new approach through coherent international, regional and national efforts that recognize both the humanitarian and development challenges of displacement. Commit to take the necessary political, policy, legal and financial steps required to address these challenges for the specific context.</p>	Leave No One Behind
<p>Commit to promote and support safe, dignified and durable solutions for internally displaced persons and refugees. Commit to do so in a coherent and measurable manner through international, regional and national programs and by taking the necessary policy, legal and financial steps required for the specific contexts and in order to work towards a target of 50 percent reduction in internal displacement by 2030.</p>	Leave No One Behind
<p>Acknowledge the global public good provided by countries and communities which are hosting large numbers of refugees. Commit to providing communities with large numbers of displaced population or receiving large numbers of returnees with the necessary political, policy and financial, support to address the humanitarian and socio-economic impact. To this end, commit to strengthen multilateral financing instruments. Commit to foster host communities' self-reliance and resilience, as part of the comprehensive and integrated approach outlined in core commitment 1.</p>	Leave No One Behind



<p>Commit to collectively work towards a Global Compact on responsibility-sharing for refugees to safeguard the rights of refugees, while also effectively and predictably supporting States affected by such movements.</p>	<p>Leave No One Behind</p>
<p>Commit to actively work to uphold the institution of asylum and the principle of non-refoulement. Commit to support further accession to and strengthened implementation of national, regional and international laws and policy frameworks that ensure and improve the protection of refugees and IDPs, such as the 1951 Convention relating to the Status of Refugees and the 1967 Protocol or the AU Convention for the Protection and Assistance of Internally Displaced Persons in Africa (Kampala convention) or the Guiding Principles on internal displacement.</p>	<p>Leave No One Behind</p>

Where did your organization stand on these issues prior to making these commitments

Reducing and address forced displacement is at the core of UNHCR's mandate. The WHS provided an opportunity to place forced displacement at the center of the international agenda. The WHS also contributed to the subsequent New York Declaration on large flows of refugees and migrants as well as the Leadership Summit on refugees, hosted by the US Government in September 2016. For specific details regarding the various commitments under this heading, please see the attached report.

Achievements at a glance

Key was the adoption of the New York Declaration on refugees and migrants, including the adoption of the Comprehensive Refugee Response Framework and the request to UNHCR to lead the preparations for the adoption of a refugee compact by 2018. For specific details regarding the various commitments under this heading, please see the attached report.

How is your organization assessing progress

A dedicated team has been set up to follow-up to the New York Declaration, including participants from other UN agencies and civil society organizations, and close discussions are taking place with UN Member States on the development of the refugee compact in 2018. For specific details regarding the various commitments under this heading, please see the attached report.

Challenges faced in implementation

For specific details regarding the various commitments under this heading, please see the attached report.

Next step to advance implementation in 2017

UNHCR, in close consultations with all stakeholders, will implement the comprehensive response framework in 2017 with the aim to prepare a draft refugee compact toward the end of 2017. For specific details regarding the various commitments under this heading, please see the attached report.

If you had one message for the annual report on what is most needed to advance the transformation Reduce and address displacement , what would it be

The NY Declaration and the adoption of the Refugee Compact in 2018 presents a unique opportunity toward international solidarity and global responsibility and burden sharing.

Tag with other relevant transformations, keywords, initiatives

Keywords

People-centred approach

Refugees



3C End statelessness in the next decade

Individual Commitments

Commitment	Commitment Type	Core Responsibility
UNHCR commits to championing an end to statelessness by 2024 (the #IBelong Campaign).	Advocacy	Leave No One Behind
UNHCR commits to supporting States in their efforts to end statelessness, including by providing technical advice and assistance to facilitate accession to the statelessness conventions and the reform of nationality laws to ensure consistency with international standards designed to prevent and reduce statelessness.	Operational	Leave No One Behind

Where did your organization stand on these issues prior to making these commitments

Statelessness is a global problem with serious ramifications. UNHCR estimates that at least 10 million people around the world are stateless. Yet, experience has shown that with sufficient political will, it can be resolved. Building on the increased awareness and commitment by States to address statelessness, in November 2014, UNHCR launched the #IBelong Campaign to End Statelessness by 2024. The goals of the Campaign are based on 10 Actions set out in the Global Action Plan to End Statelessness, which calls on States, with the support of UNHCR and other actors, to undertake a range of initiatives to end statelessness.

Achievements at a glance

Progress was made in Kyrgyzstan, Malaysia, Philippines, Thailand and Turkmenistan. Costa Rica, Bolivia and Ukraine undertook law reforms benefitting stateless migrants. Guinea-Bissau's accession to both statelessness conventions in September 2016 brought the number of State Parties to the 1954 Convention relating to the Status of Stateless Persons to 89 and the number of States Parties to the 1961 Convention on the Reduction of Statelessness to 68. The draft AU Protocol on the Right to Nationality in Africa in 2018 was submitted for review. The League of Arab States and UNHCR convened a meeting on Belonging and Legal Identity. The Statelessness Network Asia Pacific aims to build and strengthen cooperation among NGOs. UNHCR and UNICEF launched a Coalition to Ensure Every Child's Right to a Nationality. UNHCR worked with the World Bank to support States' implementation of SDG 16.9, "ensure legal identity for all, including birth registration, by 2030."

How is your organization assessing progress

The Global Action Plan to End statelessness includes milestones against which progress will be publicly evaluated in 2017 and 2020. In addition, UNHCR has developed an internal implementation plan for the Global Action Plan, which sets out priority States for UNHCR's engagement so as to focus advocacy and operational initiatives at the country, regional, and global levels. Developments under the Campaign are also reported as part of UNHCR's regular annual reporting process. In addition, the quarterly released Campaign Updates provide frequent and detailed information on achievements and developments under the Campaign.

Challenges faced in implementation

Budgetary constraints restrict the level of UNHCR's engagement on statelessness in some countries. To address these challenges, UNHCR launched the Special Appeal for the #IBelong Campaign to End Statelessness in December 2016, highlighting financial requirements in 2017-2018 in 11 key countries, as well as at the regional and global level. Ongoing conflicts in countries such as Syria, Iraq and South Sudan adversely affected the efforts to address statelessness. Lack of comprehensive data on stateless populations or those at risk in several countries continues to pose challenges to effectively address these situations.

Next step to advance implementation in 2017

UNHCR will advocate with and provide support to States to implement the the Global Action Plan, prioritizing actions aimed at granting nationality to stateless people and preventing new cases of statelessness. The particular focus of the Campaign in 2017-2018 will be equal nationality rights. UNHCR will draw attention to the problems faced by minority groups through consultations with stateless or formerly stateless minorities around the world in 2017. UNHCR will also continue to support regional initiatives, such as the development of the African Union Protocol on the Right to Nationality, expected to be adopted in 2018.



If you had one message for the annual report on what is most needed to advance the transformation End statelessness in the next decade , what would it be

Granting nationality to stateless people and ensuring that measures are in place to prevent new cases of statelessness from arising are the ultimate solutions to statelessness. These measures are often relatively straightforward and cost-effective, but require political will by States.

Tag with other relevant transformations, keywords, initiatives

Agenda for Humanity

3B - Address the vulnerabilities of migrants and provide more regular and lawful opportunities for migration



3D Empower and protect women and girls

Individual Commitments

Commitment	Commitment Type	Core Responsibility
UNHCR commits to continue and tailor to crisis settings its support to the implementation of the targets for the 2030 Agenda on maternal, newborn and adolescent health to ensure safe delivery, emergency obstetric, ante natal and post-natal services in crisis settings, improved access to information, voluntary family planning, and basic items for safe delivery and sanitary supplies, necessary medical and psychological services for SGBV survivors as well as improved capacity of health systems and workers with immediate effect.	Operational	Leave No One Behind
UNHCR commits to ensuring equal (50 per cent) and meaningful participation of women and adolescent girls in all decision-making processes and structures in forced displacement contexts by 2020.	Operational	Leave No One Behind
UNHCR commits to implementing comprehensive sexual and reproductive health services as soon as possible after an emergency, by 2017.	Operational	Leave No One Behind

Core Commitments

Commitment	Core Responsibility
Empower Women and Girls as change agents and leaders, including by increasing support for local women's groups to participate meaningfully in humanitarian action.	Leave No One Behind
Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the Outcome documents of their review conferences for all women and adolescent girls in crisis settings.	Leave No One Behind
Ensure that humanitarian programming is gender responsive.	Leave No One Behind
Fully comply with humanitarian policies, frameworks and legally binding documents related to gender equality, women's empowerment, and women's rights.	Uphold the Norms that Safeguard Humanity Leave No One Behind

Where did your organization stand on these issues prior to making these commitments

An effective public health response is part of UNHCR's emergency response. Women and children are disproportionately affected in emergency situations. Sexual and reproductive health problems are leading causes of women's ill health and death. Universal access to integrated reproductive, maternal, newborn health services is key to protection and assistance activities. UNHCR's reproductive health programmes are delivered within a framework of public health, and protection and community development. UNHCR is a founder of the steering committee of the IAWG on Reproductive Health. UNHCR's Commitments to Refugee Women foresee the equal participation of women in decisionmaking. It is a strategic global priority.

Achievements at a glance

In early 2016, 65 operations reported women's participation, of which 48 had a rate of 35% or more. The number of countries



operations in which at least 90% of deliveries are performed at health facilities increased from 68% to 86% from 2014 to 2016. UNHCR is piloting in three countries the project Saving Newborn Lives in Refugee Settings, reinforcing capacity building in obstetric and newborn care providers and community health workers, and reinforcing availability of drugs and medical supplies. The aim is to strengthen the use of low cost, high impact newborn health interventions such as kangaroo mother care, early initiation of breastfeeding and thermal care as well as labour and delivery care. UNHCR deployed public health, water/sanitation and nutrition staff to support emergencies. UNHCR signed three Rapid Emergency Response Agreements (RERA) with non-governmental organizations with proven expertise in water and sanitation, nutrition and health emergency preparedness and response.

How is your organization assessing progress

Progress is assessed through annual reporting on the Global Strategic Priority indicator (% of female participants in leadership/management structures). The annual age, gender and diversity report, part of results based management, provides an analysis of progress made.

200 UNHCR partners deliver public health services. Aiming to monitor the accessibility and quality of services, UNHCR implements a standardized health information system (HIS) which ensures that indicators are comparable across situations and achieve compatible degrees of disaggregation. As far as possible, refugee public health and reproductive health policies and programmes are integrated with those available to the host community.

Challenges faced in implementation

Cultural norms and beliefs regarding the role and responsibilities of women and men impact participation and decision-making. Women's engagement in domestic and livelihood activities, high illiteracy and language barriers also impact.

Access to timely funding directly impacts the provision of quality assistance in health, nutrition and water and sanitation. Reproductive health services, and maternal care in particular, are reduced due to outbreak of violence, limited logistical access and high rotation of health care workers. Reproductive health is often misunderstood as challenging political and cultural attitudes and it is often not perceived as a priority relief activity by donors.

Next step to advance implementation in 2017

- Commitments to Refugee Women will be updated by end 2017, and will include IDPs and stateless women and girls. An elearning programme will be developed.
- UNHCR is strengthening HIS to better target interventions and monitoring.
- Ensure implementation of the reproductive health Minimum Initial Service Package at the onset of an emergency.
- Pilot the draft Adolescent Reproductive Health Operational Guidelines in refugee settings in three countries.
- Roll out the Operational Guidelines for Improving Maternal Health in Refugee Operations including stronger inter-linkages between maternal/child health and nutrition to improve these.

If you had one message for the annual report on what is most needed to advance the transformation Empower and protect women and girls , what would it be

Resources need to be mobilized to build capacity on gender equality. Women's equal and meaningful participation requires a comprehensive and multi-sectoral approach. Dedicated and sustainable funding and capacity in the health sector is key in humanitarian operations.

Tag with other relevant transformations, keywords, initiatives

Keywords

- Gender Refugees

Specific Initiatives

- A Global Undertaking on Health in Crisis Settings

Agenda for Humanity

- 2D - Take concrete steps to improve compliance and accountability 4C - Deliver collective outcomes: transcend humanitarian-development divides



3E Eliminate gaps in education for children, adolescents and young people

Individual Commitments

Commitment	Commitment Type	Core Responsibility
UNHCR will continue to support Education Cannot Wait - A Fund for Education in Emergencies and the Global Partnership for Education to support sustainable and inclusive education programmes in long-standing forced displacement crises, which face significant funding constraints after the initial emergency phase.	Financial	Leave No One Behind
UNHCR will emphasize the goals of the 2030 Agenda and specifically SDG4 to achieve the inclusion of forcibly displaced persons in national education systems and plans, with a focus on leveraging partnerships and resources for inclusive, equitable and quality education.	Advocacy	Leave No One Behind

Where did your organization stand on these issues prior to making these commitments

UNHCR is working with partners engaged in Education Cannot Wait (ECW) to ensure that programmes funded by ECW incorporate displaced populations so that sustainable, quality education is available for all in line with SDG4 commitments. The Agenda's promise to leave no one behind is pivotal for the inclusion of refugees, IDPs and stateless persons in development planning. UNHCR has been a participant in shaping the SDG/Education 2030 Agenda and framework for action to ensure that refugee and IDP children are visible and accounted for.

Achievements at a glance

UNHCR is a member of the High Level Steering Group for ECW and is actively involved in each of the three ECW task teams on Resource Mobilization and Advocacy, Design and Funding Parameters, and Initial Investments. UNHCR has been involved at country level in 3 countries (Chad, Yemen and Ethiopia) in the preparation of funding proposals. UNHCR is a member of the UNESCO-led SDG/Education 2030 Steering Committee and participated in the December 2016 steering group meeting. UNHCR is engaged in several countries with Ministries of Education and education stakeholders in the planning, implementation and monitoring of SDG4, with a specific focus on supporting countries to include displaced populations into their education sector planning, budgeting and monitoring.

How is your organization assessing progress

UNHCR takes part in Education Cannot Wait Results Technical Working Group to ensure inclusion of refugees in results framework. As part of GPE's Board, UNHCR advocates for the strategic inclusion of refugees and other forcibly displaced children and youth in Education Sector Planning. Refugees are included in SDG4 Target 4.5 for which parity indices have been proposed. UNHCR partners with the UNESCO Institute for Statistics to ensure refugees are accounted for in SDG4 monitoring efforts. Internally, UNHCR uses the indicator 'Extent PoC have access to national education systems' to monitor progress and is developing a Refugee Education Management Information System.

Challenges faced in implementation

ECW is not yet operational as the Secretariat Director and other members are being hired so no funds have yet been disbursed. It is expected that ECW will be operational by April 2017. Refugees are five times more likely to be out of school than other children and adolescents. While gradual progress has been made, the growth in refugee numbers means that at least an estimated 12,000 additional classrooms and 20,000 qualified teachers will be needed every year to support refugee populations.

Next step to advance implementation in 2017

UNHCR will participate in ECW's High Level Steering Group and collaborate in a project with the Global Education Cluster, and to lead Education in Emergency responses. UNHCR is a member of the SDG4 Steering Committee and works with the Global Partnership for Education, ensuring that the education needs of displaced populations are considered in all globally-led policy, planning and proposals. At regional level, UNHCR has ensured the inclusion of refugees in SDG planning in Latin America, Eastern Africa and the Arab States. At country level UNHCR works closely with GPE to ensure inclusion of refugees in national education



sector planning.

If you had one message for the annual report on what is most needed to advance the transformation Eliminate gaps in education for children, adolescents and young people , what would it be

The operational realities and the complexity of partnerships need to be factored in to ensure the inclusion of displaced populations in national education systems with support to host communities. The Agenda's promise to leave no one behind is pivotal for the inclusion of refugees and IDPs in national plans.

Tag with other relevant transformations, keywords, initiatives

Keywords

IDPs

Refugees

Specific Initiatives

Education Cannot Wait

Agenda for Humanity

3A - Reduce and address displacement



3G Address other groups or minorities in crisis settings

Individual Commitments

Commitment	Commitment Type	Core Responsibility
UNHCR will contribute to the development and implementation of global guidelines on inclusion of persons with disabilities in humanitarian action.	Policy	Leave No One Behind
UNHCR will strengthen partnership with organizations of persons with disabilities.	Partnership	Leave No One Behind

Where did your organization stand on these issues prior to making these commitments

Persons with disabilities face barriers to accessing humanitarian assistance and protection. In line with the agency's Age, Gender and Diversity (AGD) Policy, UNHCR is committed to ensuring that persons of concern have equal access to their rights, protection, services and resources. This commitment was made as a contribution towards developing global guidelines to inform the work of UNHCR and partners in implementing the AGD Policy in practice. During 2015- 2016, UNHCR focused on building links between UNHCR, displaced persons with disabilities and host communities. This commitment reflects UNHCR's recognition of the need to continue building these links at all levels.

Achievements at a glance

UNHCR is a sponsor of the IASC Task Team on inclusion of persons with disabilities in humanitarian action, which has been tasked with developing global guidelines. UNHCR contributed to the development of the Terms of Reference and work plan for the Task Team. UNHCR is working to ensure that internal guidance and policy incorporates principles of the Charter on Inclusion of Persons with Disabilities in Humanitarian Action. During 2016, UNHCR engaged with the International Disability Alliance (IDA) and the European Disability Forum (EDF). IDA participated in a UNHCR Executive Committee side event, and EDF participated in an event marking International Day of Persons with Disabilities. At national level, UNHCR operations strengthened partnerships with national DPOs. In Ukraine, UNHCR implemented community awareness activities with the National Council of Persons with Disabilities (NCPD); and in Zimbabwe refugees were included in the work of the Federation of Organizations of Disabled Persons.

How is your organization assessing progress

UNHCR has endorsed the work plan of the IASC Task Team on inclusion of persons with disabilities in humanitarian action and associated milestones. UNHCR has appointed 2 focal points for the Task Team in order to ensure ongoing engagement in the guidelines development process. UNHCR's annual Age, Gender and Diversity Accountability Report requires all operations globally to report on progress towards implementing the Age, Gender and Diversity Policy, including progress towards inclusion of persons with disabilities.

Challenges faced in implementation

One of the key challenges that UNHCR is facing is the need for capacity building both of humanitarian actors and DPOs. DPOs are often under-resourced in terms of finances and human resources, which limits their capacity to engage actively in humanitarian crises. Further, there is a need for enhanced opportunities for exchange of knowledge and experience between DPOs and humanitarian actors in order to share information and build understanding on their respective roles, mandates, structures, operational frameworks, and guiding principles.

Next step to advance implementation in 2017

UNHCR will continue to participate in the IASC Task Team for inclusion of persons with disabilities in humanitarian action, in line with the Task Team's agreed work plan. UNHCR plans to facilitate opportunities for exchange between UNHCR and partners and DPOs at a regional and/ or national level, through joint training, development of joint actions, and sharing of key technical resources (such as guidance materials).

If you had one message for the annual report on what is most needed to advance the transformation Address other groups or minorities in crisis settings , what would it be

In order to advance implementation of the future guidelines, resources need to be mobilized to build capacity on disability inclusion across the humanitarian sector. DPOs should be actively and meaningfully engaged at all stages of humanitarian response. Resources need to be directed toward DPOs.



Tag with other relevant transformations, keywords, initiatives

Keywords

Disability

Specific Initiatives

Charter on Inclusion of Persons with Disabilities in Humanitarian Action



4A Reinforce, do not replace, national and local systems

Individual Commitments

Commitment	Commitment Type	Core Responsibility
UNHCR commits to facilitating faster, more efficient and accountable emergency response that is founded upon collaborative analysis and supports local and national actors and communities, through the prioritization of emergency preparedness actions.	Operational	Change People's Lives: From Delivering Aid to Ending Need
UNHCR commits to scale up cash assistance where appropriate, with the aim to double the amount of funds programmed for cash-based interventions in aid delivery by the end of 2020. UNHCR has developed and will continue to enhance its internal capacity and evidence base to identify the best delivery models with maximum costs effectiveness and impact, while mitigating the risks and ensuring coordination with other actors.	Financial	Change People's Lives: From Delivering Aid to Ending Need

Core Commitments

Commitment	Core Responsibility
Commit to a new way of working that meets people's immediate humanitarian needs, while at the same time reducing risk and vulnerability over multiple years through the achievement of collective outcomes. To achieve this, commit to the following: a) Anticipate, Do Not Wait: to invest in risk analysis and to incentivize early action in order to minimize the impact and frequency of known risks and hazards on people. b) Reinforce, Do Not Replace: to support and invest in local, national and regional leadership, capacity strengthening and response systems, avoiding duplicative international mechanisms wherever possible. c) Preserve and retain emergency capacity: to deliver predictable and flexible urgent and life-saving assistance and protection in accordance with humanitarian principles. d) Transcend Humanitarian-Development Divides: work together, toward collective outcomes that ensure humanitarian needs are met, while at the same time reducing risk and vulnerability over multiple years and based on the comparative advantage of a diverse range of actors. The primacy of humanitarian principles will continue to underpin humanitarian action.	Change People's Lives: From Delivering Aid to Ending Need
Commit to reinforce national and local leadership and capacities in managing disaster and climate-related risks through strengthened preparedness and predictable response and recovery arrangements.	Change People's Lives: From Delivering Aid to Ending Need
Commit to increase investment in building community resilience as a critical first line of response, with the full and effective participation of women.	Change People's Lives: From Delivering Aid to Ending Need
Commit to ensure regional and global humanitarian assistance for natural disasters complements national and local efforts.	Change People's Lives: From Delivering Aid to Ending Need



<p>Commit to increase substantially and diversify global support and share of resources for humanitarian assistance aimed to address the differentiated needs of populations affected by humanitarian crises in fragile situations and complex emergencies, including increasing cash-based programming in situations where relevant.</p>	<p>Change People's Lives: From Delivering Aid to Ending Need Invest in Humanity</p>
<p>Commit to empower national and local humanitarian action by increasing the share of financing accessible to local and national humanitarian actors and supporting the enhancement of their national delivery systems, capacities and preparedness planning.</p>	<p>Change People's Lives: From Delivering Aid to Ending Need Invest in Humanity</p>

Where did your organization stand on these issues prior to making these commitments

In emergencies, local actors are often the first to respond. Emergency preparations, planning and response should take this into account. UNHCR's starting point in pursuing the broader use of cash is protection and the dignity of the individual. Cash-based interventions allow people to make choices, set their own priorities and preserve their ability to spend and participate in the economy. Well-designed and managed cash assistance can help build protection space. Cash also creates important new opportunities for meeting humanitarian needs in ways that increase operational effectiveness and efficiency.

Achievements at a glance

UNHCR updated its emergency preparedness and response policies and capacities. Emergency training and capacity building for national responders is taking place (eCentre in Asia Pacific region). UNHCR provided more than USD 500 million cash assistance in 60 countries (2016). 800 UNHCR and partner staff were trained on cash and two cash learning programmes were launched.

UNHCR undertook a systematic review of its processes and systems to identify the required changes and investments (5 years): adjustments to UNHCR's financial procedures; development and field-testing of tools, including UNHCR Market Assessment Companion Guide and Toolkit and Cash Delivery Mechanism Assessment Tool. These guidance and tools were made available - as part of its white labeling approach- to the humanitarian community, filling a gap. UNHCR is preparing guidelines on targeting of assistance. The findings of the reviews of the use of cash in support of health and WASH programming will be made available.

How is your organization assessing progress

Effectiveness of emergency response is evaluated regularly in cooperation with partners. UNHCR is measuring its progress against its five year strategy "Policy on Cash-based Interventions" and the "UNHCR Strategy for the Institutionalization of Cash-Based Interventions in UNHCR (2016-2020)". UNHCR also reports on the Grand Bargain commitments. The Agency is currently measuring progress through its Results Framework, as well as through country-based Post-Distribution Monitoring. However, as part of cash institutionalisation, the organisation is currently undertaking efforts to improve the monitoring framework for cash-based interventions in terms of measuring its efficiency and effectiveness.

Challenges faced in implementation

Lack of capacity of national actors is a major challenge. Another challenge relates to the need for a coherent donor policy around cash, which is supportive of collaboration between UN agencies and NGOs, nurturing true partnership.

Next step to advance implementation in 2017

- Implement the revised emergency strategy.
- Provide cross-cutting cash support and capabilities in some 15 countries.
- Implement UNHCR's capacity-building strategy with the aim to train some 30 per cent of the work force and partners within two years.
- Adjust processes, tools and systems so as to mainstream cash across all institutional functions.
- Pursue common cash approaches with all stakeholders with relevant technical and operational capacity.
- Expand the use of common cash facilities open to all agencies on equal and direct basis, with the objective of maximising efficiency gains of cash assistance for all.

If you had one message for the annual report on what is most needed to advance the transformation Reinforce, do not replace, national and local systems , what would it be

The Agenda for Humanity should give priority to humanitarian emergency preparedness and response (absent as a priority issue).

Cash is a tool and not an objective. While seeking to secure and realize efficiency gains through the use of cash, humanitarians must focus on the people we serve and humanitarian imperatives.



Tag with other relevant transformations, keywords, initiatives

Keywords

- Cash People-centred approach

Specific Initiatives

- Grand Bargain

Agenda for Humanity

- 5E - Diversify the resource base and increase cost-efficiency



4B Anticipate, do not wait, for crises

Individual Commitments

Commitment	Commitment Type	Core Responsibility
UNHCR commits to strengthening its analytical framework and data collection systems to provide data and information, subject to a robust and effective framework for data privacy, in a standardized, structured manner so that it is actionable by others and by UNHCR, informs protection and programme decisions, measures impact and tracks interventions.	Operational	Change People's Lives: From Delivering Aid to Ending Need

Core Commitments

Commitment	Core Responsibility
Commit to a new way of working that meets people's immediate humanitarian needs, while at the same time reducing risk and vulnerability over multiple years through the achievement of collective outcomes. To achieve this, commit to the following: a) Anticipate, Do Not Wait: to invest in risk analysis and to incentivize early action in order to minimize the impact and frequency of known risks and hazards on people. b) Reinforce, Do Not Replace: to support and invest in local, national and regional leadership, capacity strengthening and response systems, avoiding duplicative international mechanisms wherever possible. c) Preserve and retain emergency capacity: to deliver predictable and flexible urgent and life-saving assistance and protection in accordance with humanitarian principles. d) Transcend Humanitarian-Development Divides: work together, toward collective outcomes that ensure humanitarian needs are met, while at the same time reducing risk and vulnerability over multiple years and based on the comparative advantage of a diverse range of actors. The primacy of humanitarian principles will continue to underpin humanitarian action.	Change People's Lives: From Delivering Aid to Ending Need
Commit to accelerate the reduction of disaster and climate-related risks through the coherent implementation of the Sendai Framework for Disaster Risk Reduction 2015-2030, the 2030 Agenda for Sustainable Development and the Paris Agreement on Climate Change, as well as other relevant strategies and programs of action, including the SIDS Accelerated Modalities of Action (SAMOA) Pathway.	Change People's Lives: From Delivering Aid to Ending Need Invest in Humanity
Commit to improve the understanding, anticipation and preparedness for disaster and climate-related risks by investing in data, analysis and early warning, and developing evidence-based decision-making processes that result in early action.	Change People's Lives: From Delivering Aid to Ending Need

Where did your organization stand on these issues prior to making these commitments

In 2016, UNHCR prepared a paper, entitled "Data Manifesto", which included recommendations along three lines: Data for People, to ensure that people of concern to UNHCR have the data and information they need; Data for Decisions, to enhance data informed decision making, advocacy and response; and Data for Partnerships, so that a wide range of actors and partners work together around and about data to support interventions, policies and actions. The High Commissioner's Strategic Directions for 2017 – 2021 names data as a key element in the achievement of the protection and solutions for displaced populations.

Achievements at a glance

UNHCR, with others, leads an internal group of experts setting recommendations for refugee statistics, which will become international standards for reporting on refugees, including numbers, conditions, integration and legal status. Similar work has been



requested on IDPs and is also proceeding under the mandate of the UN Statistical Commission. UNHCR is working with the Statistical Commission and member states for the inclusion of an indicator on refugees within the SDG framework, as well for the disaggregation of SDG indicators along migratory status. A standard for an integrated framework for household surveys is being developed, with partners, to support improved and comparable surveys of displaced populations. UNHCR is redesigning its results management framework to be more effective and efficient, engaging in close cooperation with key data partners such as WFP, OCHA, IOM, UNESCO and the World Bank for tools, platforms and data sharing practices.

How is your organization assessing progress

Discussions are ongoing as outlined above.

Challenges faced in implementation

Developing an analytical framework and data collection system requires the input of multiple partners.

Next step to advance implementation in 2017

Work is ongoing as outlined above.

If you had one message for the annual report on what is most needed to advance the transformation Anticipate, do not wait, for crises , what would it be

The importance of timely, accurate and detailed data for humanitarian action cannot be enough stressed. Quality data is key to ensuring effective and timely protection and assistance decisions.

Tag with other relevant transformations, keywords, initiatives

Keywords

IDPs

Refugees

Agenda for Humanity

4C - Deliver collective outcomes:
transcend humanitarian-development
divides



4C Deliver collective outcomes: transcend humanitarian-development divides

Individual Commitments

Commitment	Commitment Type	Core Responsibility
UNHCR commits to pursuing the institutional changes needed to facilitate multi-year protection and solutions strategies and programming in partnership with humanitarian and development actors, as well as to building a robust capacity to engage effectively with development actors.	Operational	Change People's Lives: From Delivering Aid to Ending Need
UNHCR commits to support the Global Humanitarian Lab (GHL) to promote bottom-up innovation and increase collaboration across the humanitarian sector and partners in order to incubate, make and accelerate innovation to meet and reduce humanitarian needs, in particular those of forcibly displaced persons.	Operational	Change People's Lives: From Delivering Aid to Ending Need
UNHCR commits to the policy commitments under the Urban Crisis Charter developed by the Global Alliance for Urban Crisis. UNHCR will advocate for the principles outlined in the Charter and aim to transform them into action. UNHCR will also contribute to the Action Plan of the Global Alliance in collaboration with partners.	Policy	Change People's Lives: From Delivering Aid to Ending Need
UNHCR supports the Global Alliance for Humanitarian Innovation (GAHI) to accelerate transformative improvements for humanitarian action by enabling and creating a shared space for the development, use, and scaling-up of innovative tools, approaches, and partnerships, for the global community to more effectively meet humanitarian needs.	Operational	Change People's Lives: From Delivering Aid to Ending Need

Core Commitments

Commitment	Core Responsibility



Commit to a new way of working that meets people's immediate humanitarian needs, while at the same time reducing risk and vulnerability over multiple years through the achievement of collective outcomes. To achieve this, commit to the following: a) Anticipate, Do Not Wait: to invest in risk analysis and to incentivize early action in order to minimize the impact and frequency of known risks and hazards on people. b) Reinforce, Do Not Replace: to support and invest in local, national and regional leadership, capacity strengthening and response systems, avoiding duplicative international mechanisms wherever possible. c) Preserve and retain emergency capacity: to deliver predictable and flexible urgent and life-saving assistance and protection in accordance with humanitarian principles. d) Transcend Humanitarian-Development Divides: work together, toward collective outcomes that ensure humanitarian needs are met, while at the same time reducing risk and vulnerability over multiple years and based on the comparative advantage of a diverse range of actors. The primacy of humanitarian principles will continue to underpin humanitarian action.

Change People's Lives: From Delivering Aid to Ending Need

Where did your organization stand on these issues prior to making these commitments

UNHCR is moving toward a multi-year, multi-partner planning approach (MYMP) for protection and assistance. By 2016, two out of every three refugees and four out of every five IDPs settled in towns and cities. The global policy on urban refugees acknowledged that urbanization of forced displacement would change the way UNHCR delivers protection and solutions, by anchoring refugees and IDPs within the broader framework of sustainable urban development. The Global Alliance also presents an opportunity for UNHCR to expand its collaboration around urban response. Innovation is key to improve humanitarian effectiveness.

Achievements at a glance

In 2016, UNHCR carried out multi-year, multi-partner planning in 6 pilot countries. Linked to the Global Alliance, UNHCR developed guidance on targeting, including data collection, and is on the steering committee for the IMPACT project on area-based research methods. UNHCR is rolling out the Graduation Programme (poverty reduction); working on refugee access to social protection schemes; expanding and institutionalising cash-based interventions.

UNHCR has advocated with the Global Alliance towards reflecting forced displacement in the New Urban Agenda (NUA), which was subsequently approved during the Habitat III conference. The NUA's messaging with regard to forcibly displaced persons is consistent with UNHCR Policy on Refugee Protection and Solutions in Urban Areas, and the Policy on Alternatives to Camps. At Habitat III, UNHCR co-led a Special Session on Migrants and Refugees. UNHCR is part of the GHL governing board, provided seed money and takes part in the steering committee.

How is your organization assessing progress

The MYMP approach is a key component of UNHCR's 2017-21 strategic directions and has become a standard element of the Refugee Coordination Model.

As a follow up to Habitat III, UNHCR is developing a road-map to render its urban approaches more visible/specific, starting with a stock-taking exercise (to commence 2017 Q2). UNHCR was nominated (in December 2016) to represent the humanitarian/development constituency on the Steering Group of the Global Alliance in 2017, and will be jointly developing the Alliance's action plan in this capacity. The innovation initiatives are new and too early to assess impact.

Challenges faced in implementation

Implementation of the MYMP approach may require changes in staff profiles, in structure and resource allocation, and in the delivery of assistance and protection.

There is presently no specific indicators or means of assessing progress and challenges to implementation of this specific commitment. UNHCR does not have dedicated capacity/resources concentrating on urban crises specifically. The Global Alliance is at a turning point and needs to establish a sustainable capacity (Secretariat) and gain momentum in bringing its members together around joint initiatives. Promoting changes in organizational culture with regard to innovation and implementation at the operational level are often a challenge.

Next step to advance implementation in 2017



15 new operations will implement MYMP approach.

As member of the Global Alliance (GA), and nominated Steering group member, UNHCR will:

- Develop the GA work-plan jointly with GA partners.
- Implement and collaborate the deliverables defined by the GA working groups.
- Contribute to mobilising resources for the Alliance secretariat.
- Develop an advocacy plan with members of the GA.
- Represent the UN/INGO/NGO constituency within the Alliance.
- Conduct its internal stock-taking exercise, and define a strategy for know-how, capabilities, and approaches in urban areas.

Mainstreaming innovation throughout the organization and with partners, strengthen GHL and GAHI capacities.

If you had one message for the annual report on what is most needed to advance the transformation Deliver collective outcomes: transcend humanitarian-development divides , what would it be

Predictability in engagement and response of multiple partners.

The Global Alliance has a critical role in promoting the engagement of humanitarian actors with national institutions, local municipalities, private sector and civil society. Predictable resources for the Alliance are key.

Importance of innovation in humanitarian action and protection.

Tag with other relevant transformations, keywords, initiatives

Keywords

- | | | |
|---|--|--|
| <input checked="" type="checkbox"/> Cash | <input checked="" type="checkbox"/> Innovation | <input checked="" type="checkbox"/> Refugees |
| <input checked="" type="checkbox"/> Social protection | <input checked="" type="checkbox"/> Urban | |

Specific Initiatives

- Global Alliance for Urban Crises

Agenda for Humanity

- 3A - Reduce and address displacement



5A Invest in local capacities

Individual Commitments

Commitment	Commitment Type	Core Responsibility
UNHCR commits to expand its investment in institutional capacity building of national partners, and to support effective emergency preparedness and response by engaging proactively with first responders at the local level as leaders and equal partners and fostering their participation in the coordination mechanisms.	Capacity	Invest in Humanity

Core Commitments

Commitment	Core Responsibility
Commit to empower national and local humanitarian action by increasing the share of financing accessible to local and national humanitarian actors and supporting the enhancement of their national delivery systems, capacities and preparedness planning.	Change People's Lives: From Delivering Aid to Ending Need Invest in Humanity

Where did your organization stand on these issues prior to making these commitments

Local actors are often the first responders in emergencies. The majority of UNHCR's partners are national NGOs. UNHCR's updated emergency preparedness and response focuses on capacity building of local actors. Engagement of national NGOs in the Refugee Coordination Model is central to its success.

Achievements at a glance

In 2016, UNHCR had 526 national NGO partners and 147 international NGO partners. Some US\$ 1.43 billion was channeled to partners in 2016 (37% of expenditures), and of which 31% to national NGOs. UNHCR undertook several joint missions with ICVA/InterAction as part of the follow-up to the Structured Dialogue on partnership with NGOs. Some 260 NGOs (more than 500 participants) took part in the annual UNHCR-NGO consultations. The project implementation framework was further fine-tuned, in consultation with the NGOs. NGOs are involved in the implementation of the Refugee Coordination model at country level.

How is your organization assessing progress

Progress is assessed through follow-up missions and discussions as part of the Structured Dialogue (UNHCR, NGOs and IFRC). Each year a survey on the application of project implementation framework is undertaken, flagging key issues, and is subject to a joint discussion and review. Number of agreement signed with national NGOs is a good indicator, as well as size of funds distributed through them. Emergency preparedness training, targeting national NGOs, is taking place on a regular basis (eCentre).

Challenges faced in implementation

Capacity of national NGOs is often uneven, in particular when dealing with the more stringent financial accountabilities and oversight. Effective participation in often complex coordination processes is also a challenge.

Next step to advance implementation in 2017

UNHCR will continue strengthen its capacity building efforts for national NGOs at all levels and in key areas.

If you had one message for the annual report on what is most needed to advance the transformation Invest in local capacities , what would it be

Ensure effective participation of national NGOs also at the global level and not only at the national level. Make capacity building a policy priority.

Tag with other relevant transformations, keywords, initiatives

Keywords



People-centred approach

Agenda for Humanity

4A - Reinforce, do not replace, national and local systems



5E Diversify the resource base and increase cost-efficiency

Individual Commitments

Commitment	Commitment Type	Core Responsibility
UNHCR commits to minimize the links in the humanitarian funding chain and transfer at least 25 per cent of its programme expenditures to the national first responders by the end of 2020.	Financial	Invest in Humanity
UNHCR has undergone a decade of reforms to reduce the share of management costs and to maximize the proportion of humanitarian funding for direct assistance to beneficiaries. UNHCR commits to further reduce the costs of procurement and logistics by 10 per cent by the end of 2020 through the use of shared services with partner agencies.	Operational	Invest in Humanity
UNHCR subscribes to the collective commitments under the Grand Bargain, including inter alia: <ul style="list-style-type: none"> - To publish open data allowing traceability of donors' funding throughout the transaction chain; - To use technology and innovation, including digital platforms, green technology and biometrics to reduce the costs of delivering assistance; - To undertake coordinated joint needs assessment and continue sharing evidence-based needs assessment data; - To continue to strengthen the engagement with and accountability to the communities affected by crises; - To harmonize and simplify reporting requirements by the end of 2018. 	Policy	Invest in Humanity

Core Commitments

Commitment	Core Responsibility
Commit to increase substantially and diversify global support and share of resources for humanitarian assistance aimed to address the differentiated needs of populations affected by humanitarian crises in fragile situations and complex emergencies, including increasing cash-based programming in situations where relevant.	Change People's Lives: From Delivering Aid to Ending Need Invest in Humanity
Commit to promote and increase predictable, multi-year, unearmarked, collaborative and flexible humanitarian funding toward greater efficiency, effectiveness, transparency and accountability of humanitarian action for affected people.	Invest in Humanity

Where did your organization stand on these issues prior to making these commitments

For detailed information on UNHCR's follow-up to the Grand Bargain commitments, see attached document.

UNHCR was asked by the Procurement Network members in their meeting in Tokyo in April 2016 to lead the Collaborative Procurement Project on behalf of the UN Procurement Network, funded by the HLCM. This followed UNHCR's active involvement in the previous collaborative procurement initiative concerning the tender for light vehicles, led by UNPD.

Achievements at a glance

For detailed information on UNHCR's follow-up to the Grand Bargain commitments, see attached document.



On behalf of the UN procurement network, UNHCR contracted a consultant to analyse collaborative procurement opportunities. An initial assessment was completed in December 2016, and a report on the findings will be ready by the end of March 2017, following endorsement by the network. The second phase, including a deeper analysis of goods and services, and a review of common vendor opportunities, is expected to be completed before the end of the year.

How is your organization assessing progress

For detailed information on UNHCR's follow-up to the Grand Bargain commitments, see attached document.

UNHCR is measuring progress based upon the feedback it is receiving from the UN Procurement Network. For example, the next milestone will be whether the Network endorses in its March 2017 meeting the report of the work conducted for phase 1, and agrees to UNHCR leading forward phase 2.

Challenges faced in implementation

For detailed information on UNHCR's follow-up to the Grand Bargain commitments, see attached document.

The collaborative procurement exercise for vehicles led by UNPD required a significant commitment from the major UN agencies to provide their input to the tender specifications and to be part of the evaluation process. This joint effort and commitment will be required again as we reach phase 3 of the project which will entail a number of separate collaborative procurement exercises which we expect to be led by a range of different agencies.

Next step to advance implementation in 2017

For detailed information on UNHCR's follow-up to the Grand Bargain commitments, see attached document.

Phase 2 of the project will be completed in 2017. This phase includes a deeper analysis of goods and services, and a review of common vendor opportunities, and is expected to be completed before the end of the year.

If you had one message for the annual report on what is most needed to advance the transformation Diversify the resource base and increase cost-efficiency , what would it be

For detailed information on UNHCR's follow-up to the Grand Bargain commitments, see attached document.

UN agencies need to work together effectively and cooperatively across a range of topics such as asset and staff sharing in order to achieve significant reductions in management costs.

Tag with other relevant transformations, keywords, initiatives

Specific Initiatives

Grand Bargain



Additional Reports

Attachment
UNHCR_Grand bargain report_5E_Mar2017.pdf
UNHCR_Detailed report on displacement_3A_Mar2017.pdf