

Needs and Fundi

UNHCR presented its updated planned activities and corresponding budgetary needs in the Biennial Programme Budget 2016-2017 (revised) of the Office of the United Nations High Commissioner for Refugees. This chapter provides an update of the overview of the planning process used to identify needs UNHCR foresees for refugees, stateless people and others of concern. It also offers

an update on the financial resources UNHCR will require in 2017 in order to provide them with protection, assistance and solutions. More detailed information on UNHCR's 2016 programmes and priorities at the regional, subregional and country levels are available in this Appeal and on the Global Focus website <http://reporting.unhcr.org>, UNHCR's main operational reporting platform for donors.

The 2017 financial requirements amount to \$7.310 billion. Compared to the 2016 revised financial requirements, these represent a slight decrease of 1.6 per cent. UNHCR thus expects 2017 to be as demanding as 2016, and providing a consistent level of support to the millions of people of concern to the Office and to the partners with which it works will result in further operational and financial strain in the absence of further financial support. With the gap between needs and funding increasing, UNHCR must adopt more innovative and more long-term approaches to how it plans and responds to the needs of people of concern, but also in how and from where it raises funds to do so.

The multiplication of large-scale emergencies and the complex needs they generate,

needs which are captured under UNHCR's comprehensive needs assessment, remain the main factors behind the sharp rise in UNHCR's budget, which has more than doubled since 2010. The crises to which UNHCR responded in 2016—among them the crises in the Middle East in the Syrian Arab Republic (Syria), Iraq, and Yemen; in Africa in South Sudan, the Central African Republic, Nigeria, Burundi, Somalia; to the refugee crisis in Europe and to internal displacement in Ukraine; and in the Americas to the complex situation across the Northern Triangle of Central America—will all continue into 2017. The three largest emergencies to which UNHCR will respond in 2017—Iraq, Lebanon and Turkey—will alone take up nearly a quarter—23 per cent—of the budget for programmed activities.

ng Requirements

This means people of concern will still require the range of assistance and services which UNHCR and its partners can provide. The requirements in the 2017 budget are to respond to the needs of a **projected 68.8 million people of concern, a number which has doubled since 2010's recorded total of 34 million people (see Figure 1)**. According to current estimates, the total population of concern is expected to increase by some 6.2 million people, or 10 per cent, by the end of 2016, in comparison to the final population data for 2015. An overall

decrease of approximately 1.3 million people, or 2 per cent, is projected in 2017, due mainly to the projected stabilization of the number of IDPs of concern. This number is expected to return to the 2015 level.

With demands growing by the day to help respond to the needs of tens of millions of people of concern in 2017, UNHCR presents this overview of its budget, which was approved by UNHCR's Executive Committee in October 2016.

FIGURE 1

Projected numbers of people of concern

<i>People of concern</i>	(in thousands)		
	2015 Actual	2016 Projection	2017 Projection
Refugees ⁽¹⁾	16,21	17,103	17,205
Asylum-seekers (pending cases)	3,220	3,457	3,519
Returnees (arrivals during the year)	201	584	730
People under UNHCR's statelessness mandate	3,688	3,766	3,742
Internally displaced people (IDPs) ⁽²⁾	37,494	39,890	37,758
Returned IDPs (during the year)	2,317	4,439	4,901
Others of concern	871	897	957
Total	63,913	70,135	68,812

(1) Includes people in refugee-like situations.

(2) Include people in IDP-like situations.

Source: Biennial programme budget 2016-2017 (revised)

FIGURE 2

UNHCR financial requirements 2017 | USD

Region and subregions	2016	2017				Total
	Current budget (as of 30 June 2016)	Pillar 1 Refugee programme	Pillar 2 Stateless programme	Pillar 3 Reintegration projects	Pillar 4 IDP projects	
AFRICA						
West Africa	261,812,187	147,827,470	8,589,984	54,138,302	30,989,678	241,545,433
East and Horn of Africa	1,511,348,668	1,257,058,813	6,132,019	26,489,523	104,759,936	1,394,440,290
Central Africa and the Great Lakes	630,150,345	471,344,984	3,105,973	61,970,200	88,740,819	625,161,975
Southern Africa	76,348,936	73,323,387	1,471,374	-	-	74,794,760
Subtotal	2,479,660,137	1,949,554,653	19,299,349	142,598,024	224,490,433	2,335,942,459
MIDDLE EAST AND NORTH AFRICA						
Middle East	1,921,325,712	1,181,925,528	1,616,325	-	803,331,105	1,986,872,958
North Africa	174,851,905	180,914,044	-	-	2,958,777	183,872,821
Subtotal	2,096,177,616	1,362,839,573	1,616,325	-	806,289,882	2,170,745,779
ASIA AND THE PACIFIC						
South-West Asia	335,749,464	248,936,638	235,000	98,866,964	14,014,742	362,053,343
Central Asia	14,678,453	6,565,408	2,387,798	-	-	8,953,206
South Asia	31,136,090	28,722,936	621,070	-	-	29,344,006
South-East Asia	139,741,598	100,783,309	6,505,476	-	25,021,978	132,310,763
East Asia and the Pacific	12,190,285	11,838,937	407,915	-	-	12,246,852
Subtotal	533,495,890	396,847,226	10,157,260	98,866,964	39,036,719	544,908,170
EUROPE						
Eastern Europe	418,230,773	459,401,185	2,057,267	-	34,551,447	496,009,900
South-Eastern Europe	68,854,689	35,978,782	3,291,115	3,787,869	17,820,348	60,878,115
Northern, Western, Central and Southern Europe	388,157,044	331,258,980	2,743,846	772,510	-	334,775,337
Subtotal	875,242,505	826,638,948	8,092,228	4,560,380	52,371,795	891,663,351
THE AMERICAS						
North America and the Caribbean	23,065,313	16,276,838	12,320,926	-	-	28,597,764
Latin America	115,111,214	85,655,776	1,521,714	-	29,868,265	117,045,756
Subtotal	138,176,526	101,932,614	13,842,641	-	29,868,265	145,643,520
Subtotal Field	6,122,752,675	4,637,813,014	53,007,802	246,025,368	1,152,057,094	6,088,903,278
Global Programmes	411,129,632	425,117,048	-	-	-	425,117,048
Headquarters ¹	229,010,321	229,172,929	-	-	-	229,172,929
Operational Reserve	389,807,959	534,511,079	-	-	-	534,511,079
«New or additional activities - mandate-related» Reserve	20,000,000	20,000,000	-	-	-	20,000,000
Junior Professional Officers	12,000,000	12,000,000	-	-	-	12,000,000
Total	7,184,700,587	5,858,614,071	53,007,802	246,025,368	1,152,057,094	7,309,704,335

¹ The Annual Programme Budget includes allocations from the UN Regular Budget as follows: \$41.0 million for 2016, and \$41.2 million in 2017. All values are provisional, subject to approval of final United Nations Programme Budget and subsequent recosting.

What is UNHCR's programme budget?

It is a consolidation of the organization's financial requirements formulated on the basis of comprehensive needs identified through a global needs assessment (GNA). The GNA methodology presents a comprehensive picture of the needs, commensurate with UNHCR's ability to implement.

The GNA methodology assesses requirements through a participatory approach, in consultation with various stakeholders in the field, so that plans and budgets are prepared to respond to the full range of needs identified. A thorough global review process ensures that UNHCR's comprehensive plans present a realistic and coherent response to the needs identified, and that they are in alignment with the Office's global strategic priorities (GSPs). GSPs represent a common set of key priorities for planning in UNHCR's operations worldwide (see the chapter on Global Strategic Priorities).

The operational plans that constitute the GNA present a portfolio of responses intended to allow persons of concern not just survive, but thrive. It is calculated on projected figures of 68.8 million people of concern to UNHCR in 2017, giving due consideration to the Office's estimated capacity to implement the planned programmes with available resources.

The programme budget is broken down into three categories:

1. Field operations - operational activities budgeted by region and carried out in operations around the world;
2. Global programmes - technical activities undertaken by substantive divisions at UNHCR Headquarters but that are of direct benefit to field operations globally; and
3. Headquarters - work carried out by divisions and bureaux located in Geneva, Budapest and Copenhagen, as well as in offices in other regional capitals, which provides policy guidance, administrative support, and managerial and programmatic assistance to field operations.

How does UNHCR prioritize its activities?

As the budget can only be implemented to the extent that resources are made available during the implementation period, UNHCR maintains a phased approach and continuously reprioritizes and adjusts its programmes accordingly. Dynamic budget targets regulate the level of expenditure, authorized based on funding availability. UNHCR is heavily bound by the way the funds are allocated to it. UNHCR regularly reviews the financial situation, projected income and underfunded situations for real time allocation of resources, while respecting the earmarking of donors.

Overview of 2017 requirements

Recap on 2016 budget and funding

At the 67th Standing Committee meeting in September UNHCR reported estimated total funds available for 2016 (including carry over, voluntary contributions recorded and projected, Regular Budget and other estimated income and adjustments) of \$4.062 billion. At the same date the 2016 total budget had reached \$7.432 billion despite continuous prioritization, including downward adjustments in Africa and the Middle East and North Africa.

This level of funding, however, left a projected gap for 2016 of \$3.370 billion, or 45.3 per cent

(albeit with the final figure likely to be different in the light of the additional funding to be received and the new supplementary appeals established thereafter). This had very real impacts on operations, notably on the provision of life-saving assistance and essential services in protracted crises. Against this backdrop, the Office had to make difficult decisions with respect to how it allocated limited resources such as unearmarked funds. UNHCR had to constantly prioritize, a difficult exercise made more difficult when the use of resources was restricted by tight earmarking.

Budget breakdown and operational focus

Figure 3 provides a visual presentation of the percentage breakdown of the various parts of the 2017 budget. This shows in particular the proportion of the budget allocated to

each of the five geographical regions, as well as to global programmes, HQ, JPOs and the reserves.

FIGURE 3 2017 budget by region | Percentage

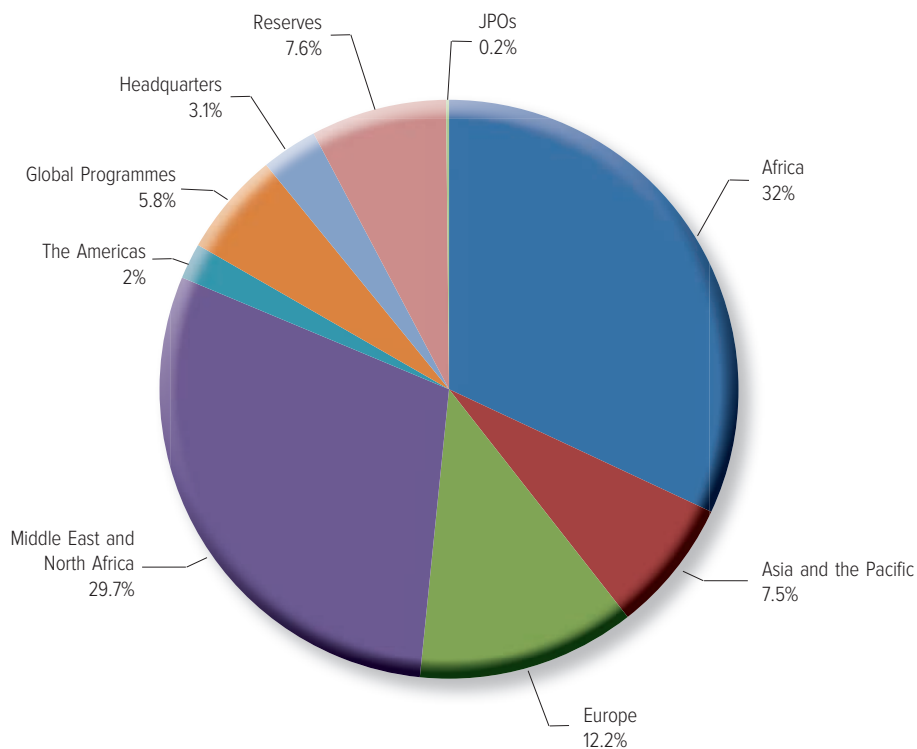
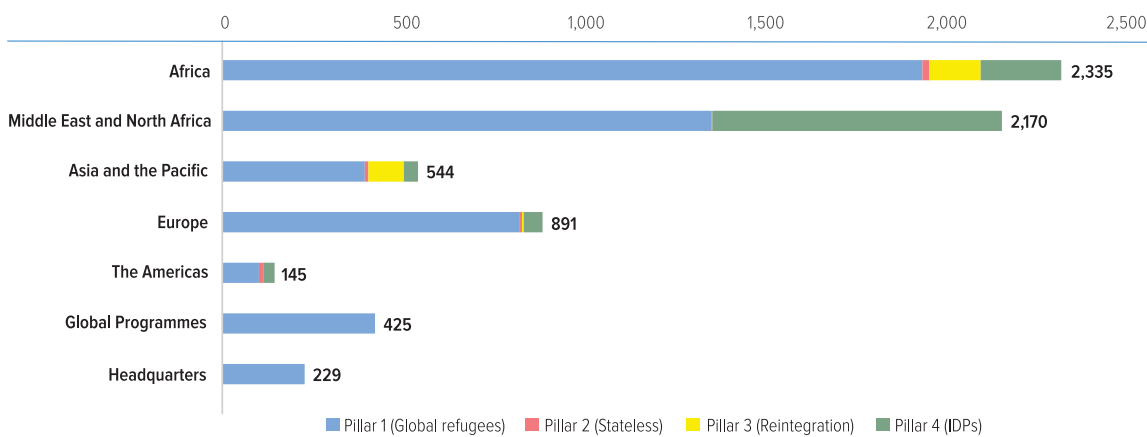


Figure 4 displays the budgets by pillar, showing the portion that has been allocated regionally. The budget assigned to the Pillars amounts to \$6.74 billion. Pillar I's requirements of \$5.29 billion for global refugee programmes constitute 78 per cent of the total requirements of the four pillars. Geographically, 63 per cent of UNHCR's Pillar I budget will be assigned to Africa and MENA, but, at 93 per cent, the highest percentage of Pillar I planned expenditure will

be in Europe. Pillar IV's requirements of \$1.15 billion for global IDP programmes constitute 17 per cent of total pillar requirements, with the highest regional percentage in Africa, at 37 per cent. Pillar II's requirements for statelessness programmes at one per cent, and Pillar III's for reintegration at four per cent complete the budgets. The highest percentage of those budgets will be spent for Pillar II in the Americas, and in Asia and Pacific for Pillar III.

FIGURE 4 2017 Regional budgets by pillars | USD millions

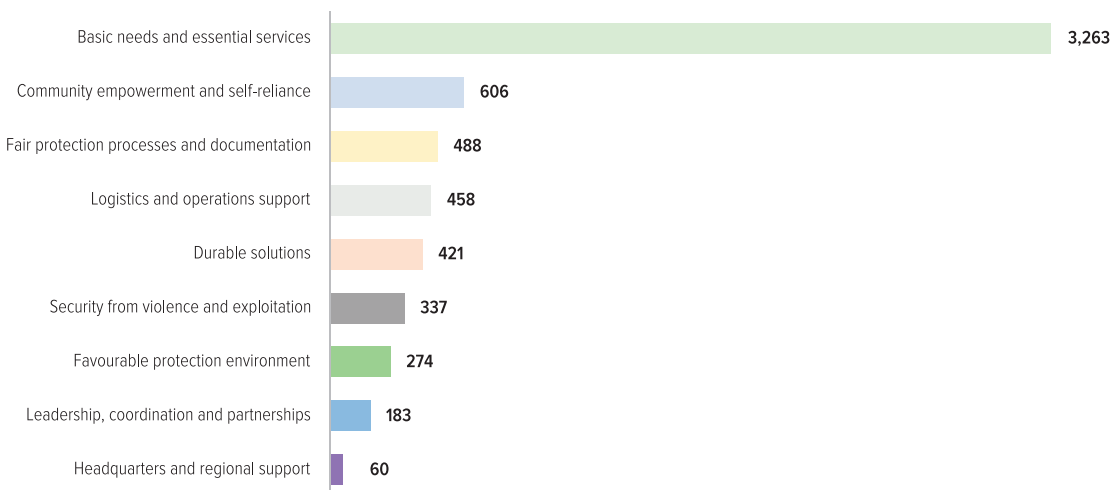


Note: The chart does not include budgets for Operational Reserve, "New or additional activities - mandate-related" Reserve, and Junior Professional Officers.

Figure 5 presents the consolidated field budgets by rights group. Of the requirements for the field, 54 per cent are for providing basic needs and essential services for which UNHCR depends on predictable and flexible funding in

order to assure timely delivery. This will include significantly more efforts in 2017 to assist people of concern through cash-based interventions where this is the most appropriate modality.

FIGURE 5 2017 Field budgets by rights group | USD millions



Resource mobilization: a continuing challenge

As an organization almost entirely dependent on voluntary contributions, UNHCR continues to seek new ways of increasing funding levels and finding new sources of financing, with a view to broadening its donor base and reducing funding gaps. While needs have climbed sharply since 2009, donor contributions have also risen, almost doubling during the same period. UNHCR remains very grateful to its donors who continue to provide remarkable support for the work of the organization in many different ways. Details of the contributions of UNHCR's donors can be found on the Global Focus website (<http://reporting.unhcr.org>).

UNHCR's resource mobilisation strategy

UNHCR takes as basic principles of its resource mobilisation strategy that fundraising is a **corporate responsibility** involving both HQ and field; that UNHCR raises funds first and foremost for **prioritized activities**; and that the funds it raises are as **flexible** as possible, given the range of locations, contexts and themes within which the Office works, thus allowing UNHCR to freely allocate its financial resources throughout the year, depending on needs. Putting it simply, the preferences of the Office for income would be, firstly, unrestricted or unearmarked funding, followed by funding that is broadly earmarked (such as funding to a region or situation), then funding that is earmarked. For all types of funding, multiyear funding is most desirable, without unduly burdensome reporting requirements.

Key indicators for funding

- Quantity: the amount of funding received
- Quality: whether the funding is earmarked or unearmarked, which determines in large part the flexibility of the funding
- Timeliness: how soon during the year funding is received
- Predictability: how reliable or firm are the indications that funding will be disbursed or agreed
- Diversity: how wide is the range of donors from which funding is sought and secured

With these principles in mind, UNHCR's fundraising strategy is based around six key priorities.

1. Recognizing that the majority of UNHCR's income comes from governmental donors, **maintain and strengthen traditional bilateral donors' engagement**, ensuring full coordination between HQ and field-based efforts so as to avoid duplication, excessive or burdensome earmarking and reporting, and compliance with UNHCR's regulations.
2. **Broaden the governmental donor base**, matching UNHCR's needs with the interests and ambitions of new and emerging donors.

3. **Increase transitional and development funding**, matching these funds to activities such as reintegration, livelihood support, building national protection capacities, and support for refugee hosting areas, and linking these activities to clear and well-formulated exit strategies.
4. **Strengthen inter-agency cooperation in fundraising through** increasing multilateral planning and information sharing, including with donors, and drafting of coordinated refugee response plans.
5. **Continue fundraising efforts towards UN-administered funds** such as the CERF and country-based pooled funds, particularly in emergency situations.
6. **Raise funds from the private sector**, including corporations, foundations, high net worth individuals and individual donors, and to make the necessary investments that will allow UNHCR to build a broad base of support for displacement issues among the general public and with partnerships, generating a stable stream of largely unrestricted income.

Quality of funding: making the case for unearmarking

As the gap between needs and available humanitarian resources widens ever further, support provided through unearmarked funding has become even more crucial in providing the flexibility to implement emergency operations as soon as possible, and the ability to continue to fill significant funding gaps, often those out of the spotlight in protracted situations, and deliver critical services to the most disadvantaged amongst the populations of concern.

The lack of available funding to sustain protection and assistance for people in protracted displacement leaves gaps with the risk that further deteriorations will occur in sudden or protracted situations, and in the protection challenges facing people of concern. In these difficult times, therefore, UNHCR relies more than ever on early, predictable and unearmarked income to provide uninterrupted protection and assistance for populations of concern.

The following examples illustrate the importance of unearmarked funds.

Unrestricted funding is vitally important for refugee situations affecting multiple countries. To be effective, funding to such situations needs to be as broadly earmarked as possible as situational management reflects the complexity of today's environment of sustained and mass displacement. Crises are pushing people of concern to UNHCR into multiple locations, over greater and greater distances. Situations are interlinked, one crisis generating impacts in another, or with the impacts felt far away. Given this complexity, UNHCR's response must, in turn, be similarly responsive and reflective. To be so, UNHCR needs financial support that is similarly flexible and amenable to be placed across the spectrum of displacement, from where people in need are forced to flee, to where they find refuge.

Unearmarked resources underpin UNHCR's drive towards creating more equitable opportunities for all people of concern, and are the foundation of UNHCR's global programmes. Because funding for these activities is not earmarked, it allows UNHCR to respond quickly to emerging challenges and invest in innovative programmes and approaches.

Private sector contributions

UNHCR continues to foster the growth of private sector fundraising and partnerships to broaden its donor base and diversify its funding sources. Over the past decade, the financial support UNHCR has received from the private sector annually has increased more than tenfold, from \$22 million in 2006 to a projected \$310 million by the end of 2016, representing around 7 per cent of UNHCR's overall projected voluntary contributions for 2016 (see Figure 6).

Crucially, nearly half the income from the private sector is unearmarked. This success is due in large part to the tremendous public response to UNHCR's advocacy and outreach, garnering financial support not only for emergencies in the headlines, such as the response to the Nepal earthquake in 2015, but for other less visible, although as critical, situations. This is another example of the critical importance of unearmarked funding, of which UNHCR expects to receive over \$150 million from private sector sources by the end of 2016.

FIGURE 6 Contributions from the private sector 2010-2017 | USD millions



In order to achieve its ambitious growth targets, the Office will continue investing strategically in fundraising opportunities and diversifying its sources of income, while working to reduce the cost of fundraising. In 2017-2018 UNHCR will pursue its current strategy of mobilizing \$500 million by the end of 2018 from private sector partners and individual donors, of which at least 50 per cent is unearmarked, allowing the

organization extra flexibility in its operational response. Through both individual giving and leadership giving programmes, private-sector fundraising efforts will be undertaken through a global network of UNHCR country offices, six National Partners, and global digital engagement (see section on Private Sector in the chapter on *Supporting UNHCR's work*).

Civil society support for refugees is evermore necessary. Through direct outreach, and dynamic and innovative digital engagement, private sector fundraising builds a community of active supporters. Today, two thirds of UNHCR's private sector income comes from more than 1.7 million individual donors globally. This has been as a result of sustained investment and outreach by UNHCR, and by its national partners, not only in terms of raising revenue but also in terms of raising awareness in their communities, and the building up of a large donor base.

Private sector fundraising strategy

UNHCR's Private Sector Partnerships service (PSP) mobilizes resources and engagement from the private sector by encouraging support from individual private donors and developing partnerships with corporations and foundations. This is achieved through:

- Six National Partners: Australia for UNHCR, España con ACNUR, Japan for UNHCR, Sweden for UNHCR, UNO Flüchtlingshilfe (Germany) and USA for UNHCR. These partners collectively raise more than half of UNHCR's income from the private sector;
- PSP offices in twenty prioritized countries; and,
- Global digital outreach through English, Arabic and Spanish language hubs.

The trend over the last several years has seen increases in the quality and quantity of income from the private sector. 2015 was an exceptional year and public generosity as a result of the Nepal earthquake and the refugee crisis in Europe ensured PSP exceeded its expectations, raising \$284 million, of which 48 per cent was unrestricted. This made the private sector the

largest provider to UNHCR of unearmarked funds, which allow for greater operational flexibility in responding to refugee situations. For 2016, and building on the support and opportunities generated in 2015, PSP expects to raise more than \$310 million. It will continue to grow its supporter base and expects to have over 1.7 million donors by the end of the year.

The priorities for 2017 are to:

- Increase the number of individual supporters and the overall value of their support.
- Engage more deeply with corporations and foundations to develop significant strategic partnerships.
- Continue the digital transformation of the fundraising operation by investing in infrastructure and capacity especially in the areas of mobile and web presence.
- Step up communication and public engagement efforts in key markets to both increase the awareness of UNHCR and to improve the quality and quantity of income.
- Continue driving down the cost of fundraising by building sustainable platforms of support.

A mid-term review of UNHCR's strategy for private sector fundraising was undertaken at the beginning of 2016. The Office remains focused on the delivery of its stated goal of mobilizing \$500 million per annum by the end of 2018. To achieve this it will need the deepening support of major players in the private sector to build partnerships that extend its outreach and engagement with civil society. This will be critical as, in the first half of 2017, UNHCR develops its next strategy for private sector fundraising with the intention of raising \$1 billion annually.

Funding gaps and consequences of underfunding

The scope, scale and geographical reach of humanitarian crises in 2016 placed significant pressure on the global humanitarian system. More than ever before in its history, UNHCR and its partners were stretched to respond to the ever-increasing challenges as the numbers and needs of people of concern have been growing considerably faster than the level of funding available globally for humanitarian aid. While in 2010, funds available to UNHCR represented 64 per cent of its comprehensive budget, by the end of 2016, the Office anticipates being able to cover only 55 per cent of it. Thus, almost half of the needs of populations of concern will remain unaddressed.

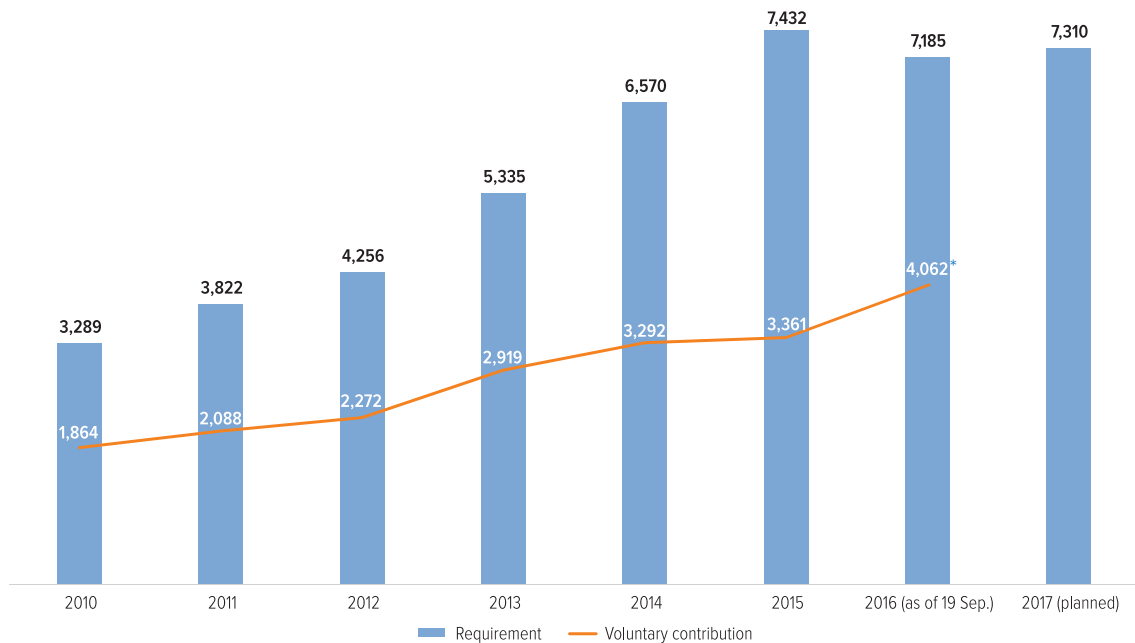
Specifically, what does this mean and look like?

Underfunding has had a considerable impact on protracted crises, where the response has had to be prioritized to the absolute minimum for urgent life-saving interventions. Planned activities

have had to be dropped, often undermining important areas such as support for self-reliance; the search for durable solutions; support for host communities; the upholding of minimum standards; and efforts to continuously seek to improve the protection of people of concern.

While the resources available from donors to assist people in need are increasing globally—and while UNHCR acknowledges 2016 as the year of what promises to be its highest level of contributions ever—the increases in funding are not keeping up with the increasing demands (see Figure 7). While many donors have continued to increase their contributions, and despite the successful growth of private sector giving, UNHCR will need significantly more funding to adequately address the most basic needs of the people it is mandated to care for around the world. To address the growing funding gaps in major humanitarian emergencies, UNHCR commits to working with its donors and partners to find new ways to expand humanitarian funding.

FIGURE 7 UNHCR's annual requirements vs voluntary contributions 2010-2017 | USD millions



* Estimated total funds available (including carryover, voluntary contributions recorded and projected, Regular Budget and other estimated income and adjustments)

Shaping new responses and more decisive engagement in 2017

With more than 68 million people projected to be forcibly displaced globally—as refugees or within their own countries—it is time to recognize that business as usual is ever less of an option. Addressing forced displacement is a humanitarian challenge, requiring global solutions, and engaging a full range of instruments and actors in the political, security, humanitarian and development spheres. While this is not new, there are signs that 2017 will offer opportunities to change the way UNHCR responds to the needs of people of concern.

Despite the mounting toll of conflict and the weight of protracted emergencies, it is important to reflect that UNHCR's needs are not all or always for emergency response. As well, in emergencies, in protracted crises, in the search for solutions, UNHCR is increasingly able to call upon the engagement of a much broader range of actors, including a greater range of private sector partnerships, through predictable cooperative arrangements, activated even before a crisis hits. Valuable lessons are being learned from places like Uganda that have integrated refugees into their national planning. The potential of the private sector to contribute financially, to work with UNHCR and its partners to resolve critical issues and bring new practices and approaches to the way it works, is immense. To this mix should be added the transformational potential of cash-based interventions.

Amidst high levels of generosity—from both hosting and donor countries—there are new initiatives to work with and new goals to work towards. These include the May 2016 World Humanitarian Summit, and the Grand Bargain. The World Humanitarian Summit recognized financing as a key enabler and catalyst for meeting humanitarian needs, reflecting commitments in a Grand Bargain (see table below) to strengthen the humanitarian system through more efficient, transparent, accountable and effective ways of working. The Forum on New Approaches to Protracted Displacement, the September 2016 UN Summit for Refugees

and Migrants, the Leaders' Summit, and New York Declaration all represent new opportunities and new ways of approaching, managing, financing and, hopefully, solving humanitarian crises. The New York Declaration in particular represents a meaningful step forward in terms of fulfilling gaps in refugee protection and international responsibility sharing. The Comprehensive Refugee Response Framework, a key element of the Declaration, is the blueprint for making this happen.

UNHCR is also expanding its collaboration with development actors and investing in innovative partnerships with the World Bank, OECD, ILO and UNDP to reduce the funding gap and advance on solutions to protracted crises. Multi-year planning and funding pilots will greatly facilitate UNHCR's ability to prepare complementary planning with development actors. Multi-partner protection and solutions strategies are at the base of the planning, all efforts which dovetail with UNHCR's commitments under the World Humanitarian Summit and Grand Bargain. The Sustainable Development Goals (SDGs) present UNHCR with an opportunity to facilitate closer links between humanitarian and development, with one way of ensuring the conflict dimension is not forgotten is by including refugees and other forcibly displaced people in SDG statistics, programmes and accountability mechanisms.

More and more, needs are being associated with ways to enable refugees to move away from being the recipients of assistance and to increasing their resilience and that of their host communities. These approaches also have costs, but these costs should be seen more as investments in the long-term futures and potential of refugees and people of concern, shrinking the needs by empowering refugees and strengthening the humanitarian-development nexus. In the long-term, enhanced engagement of development actors should increase opportunities for people of concern to become self-reliant and integrated into national social services.

Such scenarios should lead to long-term decreases of funding needs for UNHCR. These decreases, however, require up-front investment by UNHCR allowing it to implement projects that will facilitate and complement development projects. While many donors have continued to increase their contributions, and despite the successful growth of private sector giving, UNHCR needs significantly more funding to adequately address these issues, as well as the

very basic needs of millions of people of concern around the world.

UNHCR's Grand Bargain commitments at the World Humanitarian Summit

UNHCR is an active participant in the Grand Bargain, with specific commitments under five of the ten work streams.

UNHCR's Grand Bargain commitments

More support and funding tools for local and national responders

UNHCR commits to expand its investment in institutional capacity building of national partners, and to support effective emergency preparedness.

UNHCR is committed to transfer at least 25% of its programme expenditures to local and national responders by 2020.

Increase use and coordination of cash-base programming

UNHCR is committed to doubling the amount of funds programmed for cash-based interventions by the end of 2020.

Reduce duplication and management costs with periodic functional reviews

UNHCR is committed to reduce the cost of procurement and logistics by 10 per cent by the end of 2020 through the use of shared services with partner agencies.

UNHCR is also committed to expand the use of biometrics for refugee registration to 75 operations by 2020.

A participation revolution

UNHCR is committed 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.

Enhance engagement between humanitarian and development actors

UNHCR is committed to further collaboration with Multilateral Development Banks and, based on joint research with development partners, will enhance its evidence-based advocacy on behalf of populations in protracted situations.

UNHCR is committed to reinforcing the Solutions Alliance as a central platform for collaborative actions in support of solutions to conflict-induced displacement.

For the other five work streams, UNHCR is committed to active and wide-ranging engagement and participation.

Greater transparency: UNHCR is analyzing the current IATI standard which has been created in order to track development funding. UNHCR's planning and budgeting does not match easily to the standard. UNHCR is committed to improving the already high level and range of the transparency of its reporting. With other humanitarian agencies, it is also working to advocate that the IATI standard be more reflective of the particularities of humanitarian agencies and their ability to report.

Improve joint and impartial needs assessments: In 2017, UNHCR will finalize its guidance for joint multi-sectoral needs assessment when UNHCR is responsible for leading assessments and for when it is part of coordinated joint needs assessments. UNHCR is strengthening its evidence-base for assessments, and its data portals contribute to timely sharing of assessment results and information.

Increase collaborative humanitarian multi-year planning and funding: UNHCR has multi-year planning in place for six operations, namely Ghana, Senegal, the United Republic of Tanzania, Uganda, Costa Rica and Ecuador. UNHCR will expand multi-year planning to 15 additional operations, reaching a total of 21 operations in 2017. UNHCR also has a multi-year "Graduation approach" for self-sufficiency for refugees in Egypt, Zambia, Burkina Faso, Costa Rica and Ecuador.

Reduce the earmarking of donor contributions: For the last three years, UNHCR has published a special report on unearmarked funding, indicating how UNHCR has used this valuable resource. UNHCR will improve this publication to ensure it provides what donors require to continue providing unearmarked funding.

Harmonize and simplify reporting requirements: UNHCR's work here is heavily linked with the work on localisation of aid. Together with UNICEF and WFP, UNHCR is harmonising partnership agreements and reporting templates. This would lead to local and national partners spending less time on administrative work, managing different types of arrangements.