
**Executive Committee of the
High Commissioner's Programme**

Distr.: Restricted
1 March 2023
English
Original: English and French

**Standing Committee
Eighty-sixth meeting**

Strategic partnerships, including coordination*Summary*

This paper provides an update on key developments in strategic partnerships since the last report to the eighty-third meeting of the Standing Committee in February 2022 (EC/73/SC/CRP.6). It provides examples of diverse and strategic partnerships that UNHCR is pursuing, including with development actors, sport organizations and international financial institutions. It also gives an overview of advances in localization, engagement on internal displacement issues, as well as of the Office's work in the context of the reform of the United Nations development system. A summary of contributions made by UNHCR to the United Nations Sustainable Development Group commitments is included in the annex.

I. Introduction

1. In line with the High Commissioner’s strategic directions (2022-2026),¹ the Global Compact on Refugees and the reform of the United Nations development system, UNHCR diversified its partnerships and strengthened collaboration across the humanitarian, development and peace nexus. The partnership strategy of the Office of the United Nations High Commissioner for Refugees (UNHCR) is guided by the following tenets: placing affected populations at the centre of the response; upholding protection principles; championing localization; and assisting governments to coordinate the international response to displacement and statelessness. In 2022, UNHCR strengthened partnership with local actors, organizations led by displaced and stateless persons, faith-based organizations, development actors and international financial institutions, with the aim of advancing localization and inclusion of the displaced in United Nations programmes, as well as national humanitarian and development policies and plans.

II. Strategic partnerships

A. Inter-agency engagement and coordination

2. In 2022, the main strategic objectives for UNHCR on the inter-agency front were to highlight the needs and aspirations of displaced and stateless populations; mobilize resources to assist them; and lead by example on localization. Furthermore, strengthening the mechanisms for the meaningful participation of displaced and stateless people, and for them to be able to influence and shape the response were also part of these aims.

3. In order to achieve these objectives, UNHCR led the development of seven regional refugee response plans covering the inter-agency response in 53 countries that host refugees as a result of the crises in Afghanistan, the Democratic Republic of the Congo, Myanmar, South Sudan, the Syrian Arab Republic, Ukraine and Venezuela (Bolivarian Republic of). Of these seven plans, three were co-led with other United Nations agencies (i.e. the regional refugee and resilience plan in response to the Syria crisis, which is co-led with the United Nations Development Programme (UNDP); the regional response plan for refugees and migrants from Venezuela (Bolivarian Republic of), which is co-led with the International Organization for Migration (IOM); and the joint response plan for the Rohingya humanitarian crisis in Bangladesh, which is also co-led with IOM). These arrangements helped raise funds and ensure a link among humanitarian action, resilience activities and development approaches.

4. These plans, which are underpinned by the refugee coordination model, provide a transparent, predictable and inclusive platform to develop comprehensive and solutions-driven responses to emergencies and protracted situations. The regional refugee response plans underline national leadership and can serve as a basis for the transition from short-term to medium- and long-term planning, including by fostering stronger linkages with development partners as well as partners working in the area of conflict resolution and peace. The regional refugee response plans are developed by prioritizing localization and accountability to affected populations and by exploring how to further empower local partners, including organizations led by refugees. They also bolster progress towards realizing the sustainable development goals and the commitment to “leaving no one behind”.

5. The 2022 regional response plans mobilized over 1,180 partners for the protection and assistance of some 26.6 million displaced persons and 9.3 million host community members, with appeals amounting to nearly \$13 billion. In total, more than \$5 billion was mobilized through the regional response plans, which were only 41 per cent funded on average. Of particular note in this regard were disparities in terms of funding across regional response plans. For example, the Ukraine plan was approximately 73 per cent funded, while the plan for the Venezuela situation was funded at only 27 per cent.

¹ Available from <https://reporting.unhcr.org/strategic-directions-2022-2026>.

6. Where refugees make up a small proportion of the total displaced population, the refugee response may be outlined in a distinct chapter in inter-agency humanitarian response plans. In 2022, 17 out of 28 humanitarian response plans included UNHCR-led multisectoral refugee response chapters.

7. In 2022, in addition to the assistance needs outlined in the refugee response plans, the support platforms under the Global Compact on Refugees galvanized political will needed to find solutions and helped mobilize resources. The comprehensive regional protection and solutions framework (known by its Spanish acronym MIRPS) in Central America and Mexico, the support platform for the solutions strategy for Afghan refugees, and the support platform facilitated by the Intergovernmental Authority on Development in the East and Horn of Africa help augment refugee responses through political dialogue, and operational engagement and coordination.

8. UNHCR represents the United Nations constituency alongside the United Nations Office for the Coordination of Humanitarian Action (OCHA) in the facilitation group of the Grand Bargain 2.0, and, in 2022, UNHCR participated in the related caucuses on cash coordination, localization and quality funding. Under the new cash coordination model developed through the Grand Bargain and endorsed by the Inter-Agency Standing Committee (IASC) Principals in 2022, UNHCR was designated accountable for cash coordination in refugee contexts, in support of national governments. OCHA will be accountable for cash coordination in non-refugee contexts, jointly with a programmatic agency. Given that over 40 cash coordination groups already existed before the cash coordination model was established, UNHCR and OCHA have devised a plan in close consultation with the country teams to ensure a transition from existing ad hoc arrangements to the new coordination approach adopted under the Grand Bargain mechanism. As co-leads of the cash advisory group, UNHCR and OCHA will also oversee the development of global standards, terms of reference and other useful reference material for cash coordination at the country level.

9. UNHCR actively contributed to the Grand Bargain caucuses on quality funding as well as on the role of organizations acting as an intermediary between funding partners or donors and local organizations.² UNHCR leads by example by being one of the few agencies that provides standard overhead support costs to national and local actors (4 per cent), ensuring that 25 per cent of its programme budget goes to national and local responders and by piloting new mechanisms to assist local and refugee-led organizations, as detailed under the section on localization.

B. Coordination on internal displacement

10. In 2022, UNHCR increased its engagement with internally displaced persons, through its own programming, contributing to the Secretary-General's Action Agenda on Internal Displacement and seconding a UNHCR expert on protection and a UNHCR communications adviser to the Office of the Special Adviser on Solutions to Internal Displacement. In addition, UNHCR actively contributed to the terms of reference of the IASC independent review of humanitarian responses to internal displacement. UNHCR is a member of the reference group of this review that will take place in 2023. More information can be found in the report on the UNHCR response to internal displacement,³ which was presented to the Standing Committee in 2022.

11. In terms of coordination responsibilities, UNHCR co-chairs the Global Protection 2.0 Plan of Action with IOM, OCHA and UNDP. The plan of action is a multi-stakeholder platform for joint initiatives and the sharing of good practices. UNHCR also co-leads the protection expert group for internally displaced persons with the Special Rapporteur on the human rights of internally displaced persons. The protection expert group comprises current

² For more information on the caucus on the role of intermediaries, please see the final outcome document published by the IASC in August 2022, which is available from <https://interagencystandingcommittee.org/grand-bargain-official-website/caucus-role-intermediaries-final-outcome-document-august-2022-0>.

³ Available from www.unhcr.org/62bc1b564.

and former Special Rapporteur mandate holders, former Resident and Humanitarian Coordinators and other experts, and provides senior-level international advocacy for strengthened protection responses. In 2022, the activities of the platform included missions to Honduras and South Sudan, as well as a global roundtable on the protection of internally displaced persons.

12. In 2022, UNHCR helped shape the strategic priorities and associated task forces of the IASC for 2022-2023, including on the centrality of protection, accountability to affected populations, the humanitarian-development nexus and localization. UNHCR and InterAction co-lead the centrality of protection task force, which will advance the recommendations of the independent review of the implementation of the IASC's protection policy, ensuring that protection is placed at the centre of humanitarian action. UNHCR has also participated in a range of initiatives within the IASC task forces and results groups, including the development of the humanitarian-development network podcasts, cluster guidance (co-led by UNHCR and the Food and Agriculture Organization), and guidance on indirect cost recovery for local actors and pilot country projects to advance gender issues. In addition, UNHCR actively participates in the IASC reference group on gender and humanitarian action, and in the reference group on mental health and psychological support.

13. In situations of internal displacement, as agreed within the IASC, UNHCR leads the protection cluster, co-leads the cluster on shelter and non-food items with the International Federation of the Red Cross, and co-leads the camp coordination and camp management cluster with IOM.

14. The global protection cluster strengthens coordination capacities at the country level, and supports timely and evidence-based protection analysis to reinforce decision-making and galvanize protection efforts. In 2022, the global protection cluster launched a campaign, "Access that protects". The campaign resulted in the publication of an agenda for change in collaboration with OCHA, which reflects learning on access and protection. The global protection cluster also produced analysis to back evidence-based action to address protection risks, including 38 national and sub-national protection analysis, quarterly global protection updates and a mid-year funding review. UNHCR leads 29 out of 32 protection cluster and cluster-like mechanisms, advocating the rights of 113 million people in need of protection.

15. In 2022, the global shelter cluster mobilized efforts towards greener and climate-smart humanitarian shelter and settlement responses. The 2018-2022 cluster strategy and information management processes underwent a revision in 2022, resulting in updated strategic priorities and strengthened staffing capacity. The annual global shelter cluster event hosted over 125 participants who contributed to the strategy review. Regional shelter forums also took place in Africa and Asia to assist national actors with locally defined issues and approaches. UNHCR leads 20 out of 32 shelter cluster and cluster-like mechanisms.

16. The focus of the global camp coordination and camp management in 2022 centred on localization, solutions, climate, protection mainstreaming and inclusion. In partnership with the Humanitarian Advisory Group, the cluster initiated a round of multi-stakeholder consultations on the advancement of localization within the cluster's portfolio. UNHCR leads or co-leads 19 out of 22 active camp coordination and camp management clusters and cluster-like mechanisms.

17. In view of the significantly changed humanitarian landscape since the establishment of the cluster system, and in order to ensure UNHCR cluster leadership remains fit for purpose, a review was undertaken with the World Food Programme (WFP) to consider adaptation and recommendations for the clusters led by UNHCR and WFP. A vast array of challenges, including prolonged internal displacement, climate-related displacement and urbanization, were considered during the review.

C. United Nations partnerships

18. Strategic partnerships within the United Nations family build upon and leverage complementary expertise. In addition to ongoing memorandums of understanding with agencies such as the United Nations Population Fund, the United Nations Human Settlements

Programme (UN-Habitat), the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), WFP and other agencies, new specific frameworks were concluded with UNDP, the United Nations Children's Fund (UNICEF) and IOM in 2022.

19. In collaboration with UNICEF, building on the three-year blueprint for joint action, the new global strategic collaboration framework aims to secure the inclusion of refugees, returnees and asylum-seekers in national plans, budgets and service delivery systems. With a specific focus on child protection, education, water and sanitation, social protection and data, the framework will facilitate cohesive, predictable and cooperative action between the two organizations with a view to achieving better outcomes for refugees and helping harness efficiencies across both organizations. The framework has adopted the sustainable development goals indicators and relies on existing results-based monitoring and reporting to measure progress across the focus areas and its humanitarian and development aspects.

20. A new global joint initiative with UNDP spanning 2022-2025 was launched to enhance collaboration in a range of areas including livelihoods; integration of sustainable development goals; rule of law and local governance; conflict prevention and peacebuilding; nature, climate and environment; as well as internal displacement and statelessness. The framework builds on the 2017-2021 joint action plan and provides a platform to advance strategic dialogue, joint advocacy and outreach.

21. A task team established by OCHA and UNHCR in 2022 agreed on joint protocols to increase coherence and complementarity in response planning, event organization and financial tracking in conflict-related crisis situations. A concrete example is the joint appeal document that will be issued in the context of large-scale movements of refugees and internally displaced persons. Pursuant to the joint letter of 2019, a framework of engagement was concluded with IOM in 2022 to strengthen collaboration in the context of mixed movements of migrants and refugees and the search for durable solutions for internally displaced persons, as well as in relation to data.

22. In the lead up to the Global Refugee Forum in December 2023 and building upon the learning from the 2019 United Nations Common Pledge on refugees, UNHCR has partnered with the United Nations Development Coordination Office and OCHA to co-lead the process towards a successor pledge. The United Nations Common Pledge 2.0 will reflect measurable commitments made by 20 United Nations entities and some 30 United Nations country teams who have made specific pledges towards the overall goal of refugee inclusion. Formulated as one overarching global pledge with country- and agency-specific commitments, the pledge will be measurable and assist refugees in their host countries, and also allow for context specificity.

D. Engagement with non-governmental organizations and civil society

23. Non-governmental organizations (NGOs) and civil society organizations remain strategic partners for UNHCR to advance operational, policy and advocacy priorities both at the country level, and to achieve global advocacy goals.

24. In mid-2022, global NGO consultations were co-led by UNHCR and the International Council of Voluntary Agencies on localization and climate action. The consultations gathered over 500 participants, and featured side events organized in collaboration with organizations led by displaced and stateless persons, local actors as well as international NGOs. It was the first time that local actors outnumbering international NGO participants. In addition to the global consultations, four online consultations were held in the course of the year on the topics of access to justice, the refugee coordination model, partnership reform, and collaboration with development banks. Speakers from across civil society and the United Nations participated in these online consultations. Annual bilateral retreats were also held to strengthen strategic partnerships with the International Rescue Committee, the Danish Refugee Council, the Norwegian Refugee Council and Save the Children. In addition, UNHCR partnered with faith-based organizations to develop guidance for UNHCR personnel on how to enhance collaboration with faith-based actors.

25. Localization continues to be a priority for UNHCR. In 2022, an advisory board on meaningful engagement with organizations led by forcibly displaced and stateless persons was established to advise UNHCR on strategic documents and guidance. A global mapping tool and an online information repository⁴ were developed to facilitate the exchange of knowledge. A simplified grant agreement for refugee-led organizations was rolled out, permitting direct funding to refugee-led organization for the first time. The Refugee-led Innovation Fund was launched as a holistic support mechanism combining financial resources (up to \$45,000 per organization), mentoring and technical expertise to refugee-led organizations. The UNHCR 2022 NGO innovation award recognized seven women-led organizations for their outstanding work with forcibly displaced and stateless persons.

26. Two new strategic partnerships were formalized and are the first UNHCR global partnerships of their kind with such organizations: the University of Peace, an academic institution established by the United Nations; and Artolution, a grassroots organization working in the arts.

E. Engagement with sport organizations

27. In 2022, UNHCR launched its first sport strategy, “More than a game”, which aims to harness the power of sports and ensure displaced and stateless communities can access sports and sports facilities. The policy also promotes investments in refugees with elite potential, helps leverage the vast communications capacity of the world of sport, and mobilizes resources and expertise on behalf of refugees.

28. In 2022, UNHCR signed an agreement with the Olympic Refuge Foundation and initiated new sport projects and partnerships in Colombia, Libya, Malaysia, Türkiye and Uganda. The memorandum of understanding strengthens efforts by UNHCR and the International Olympic Committee to bring sports programmes to refugees in camps and communities; facilitate the participation of refugee athletes at the Olympics; and provide communication opportunities to highlight the resilience and talent of refugees. UNHCR also developed new partnerships with Football Club Barcelona in Spain and Nottingham Forrest Football Club in the United Kingdom of Great Britain and Northern Ireland, with the aim of attracting greater resources and raising awareness of refugees through the clubs’ enormous fanbase.

29. To highlight football’s role in reinforcing ties between refugees and their host communities, UNHCR and the Union of European Football Associations hosted the inaugural Unity Euro Cup competition in Switzerland. The amateur competition featured eight teams representing nations across Europe, composed of 70 per cent refugees and 30 per cent host community players, and coached by a celebrity ambassador from international football.

F. Reform of the United Nations development system

30. Working towards the achievement of the United Nations sustainable development goals, UNHCR has proactively contributed to the development of inter-agency policies, guidance and tools developed in 2022 to operationalize the United Nations development reform. Such investment includes a new results-based management tool which requires alignment of UNHCR country strategies with the collective priorities outlined in the United Nations sustainable development cooperation frameworks. Over 70 UNHCR operations have prepared multi-year plans to be aligned with the sustainable development cooperation programme cycle by 2024.

31. UNHCR regional bureaux regularly participate in regional forums on sustainable development and regional collaborative platforms. UNHCR co-leads the issue-based coalitions on migration and human mobility in the Americas and Europe, and actively participates in other issue-based coalitions relevant to the work of UNHCR. At country level,

⁴ Available from <https://data.unhcr.org/en/situations/repository-organisations-led-by-forcibly-displaced-and-stateless>.

UNHCR is a member of the United Nations country teams in 87 per cent of all countries, has joint programming in 40 per cent of countries, and a 100 per cent participation rate in the United Nations sustainable development cooperation frameworks. The UNHCR contribution to the Resident Coordinator System for 2023 amounts to approximately \$2.3 million.

G. Development engagement and partnership with international financial institutions

32. Mainstreaming development engagement in UNHCR responses from the outset, especially by building coalitions with development partners, is an area identified for accelerated and targeted action in the High Commissioner's strategic directions (2022-2026).

33. UNHCR partnerships with international financial institutions continue to result in positive outcomes for refugees, in line with the humanitarian-development-peace nexus. In 2022, UNHCR contributed to the International Monetary Fund strategy for fragile and conflict-affected States, emphasizing support to countries impacted by forced displacement. Partnership with the World Bank Group has leveraged development financing opportunities, and through joint assessments and monitoring of host country refugee protection and policy frameworks, the World Bank-UNHCR partnership has enabled \$3.6 billion in investments supporting 60 projects in 16 low-income refugee-hosting countries since 2017. Approximately \$755 million has been allocated in grants to secure over \$6.1 billion in concessional loans for development projects targeting refugees and host communities in five middle-income countries. Collaboration with the International Finance Corporation, a member of the World Bank Group, also mobilizes the private sector for financial inclusion and access to labour markets for refugees and host communities.

34. UNHCR and the Inter-American Development Bank finalized a joint work plan in March 2022 to operationalize the priorities outlined in a memorandum of understanding signed in December 2021. Collaboration with the Asian Development Bank continued in the context of its expanded disaster response facility, resulting in a grant for Bangladesh, as well as knowledge exchange and capacity-building. In March 2022, UNHCR and the Islamic Development Bank launched the Global Islamic Fund for Refugees to support displaced persons in the Members States of the Organisation of Islamic Cooperation, and together, they also engaged on the establishment of the Humanitarian Trust Fund for Afghanistan. These concrete arrangements with multi-lateral development banks confirm the great value of a coordinated approach to forced displacement situations.

Annex

Funding compact: UNHCR contributions to the United Nations Sustainable Development Group commitments as of the end of December 2022

<i>Commitment</i>	<i>Indicator</i>	<i>UNHCR inputs</i>
To increase collaboration on joint and independent system-wide evaluation products to improve United Nations support on the ground	% of the United Nations Sustainable Development Group Evaluation Offices engaging in joint or independent system-wide evaluation; Baseline (2018): 10/35 or 29% of Evaluation Offices have engaged in joint evaluations; Target (2021): 75% of Evaluation Offices will have engaged in a joint evaluation; Baseline (2018): 7/35 or 20% have engaged on an independent system-wide evaluation product; Target (2021): 50% of Evaluation Offices will have engaged in at least one independent system-wide evaluation	YES: The UNHCR Head of Evaluation is Vice-Chair of the United Nations Evaluation Group. Evaluation staff participate in the working groups of the United Nations Evaluation Group. The new UNHCR evaluation policy, issued in 2022, reaffirms the organization's commitment to evaluation, its role in strengthening evidence-based learning and accountability to those whom it serves, in the context of the United Nations system reforms and the Global Compact on Refugees. The revised policy reflects the peer review recommendations of the United Nations Evaluation Group. It provides for the building of a stronger, evidence-informed, quality evaluation system in the organization based on the principles of impartiality, credibility and utility. In 2022, UNHCR has been involved in 11 joint evaluations, including in Yemen, on the coronavirus disease (COVID-19) international protection and on COVID-19 global humanitarian response plans.
To strengthen the clarity of entity-specific strategic plans and integrated results and resource frameworks and their annual reporting on results against expenditures	Fraction of the United Nations Sustainable Development Group entities that in their respective governing bodies held structured dialogues in the past year on how to finance the development results agreed in the new strategic planning cycle; Baseline (2017): 17/27 or 62%; Target (2021): 100%	YES: Every year, UNHCR holds three Standing Committee meetings (March, June, September) prior to the plenary session of its Executive Committee in October. At the three Standing Committee meetings, funding and budget issues are discussed with Member States, including broadening of donor base: www.unhcr.org/standing-committee-meetings.html . The UNHCR new results-based management approach promotes the engagement of a wide range of stakeholders, including governments, international and local/national non-governmental organizations, civil society, United Nations agencies, development actors, academia, and forcibly displaced and stateless persons in strategy development. It also encourages strong collaboration with Resident Coordinators and the United Nations country teams to ensure that UNHCR country strategies are aligned with the collective priorities outlined in the United Nations Sustainable Development Cooperation Framework. COMPASS is the new planning tool that offers a multi-year and inclusive approach and closer alignment with the 2030 Agenda and sustainable development goals. The new results structure and framework articulate these alignments, enhancing UNHCR engagement with national and development strategies. COMPASS introduces: (i) a multi-year strategic programming cycle; (ii) a simplified and contextualized results framework focusing on changes in the well-being of the people we serve; and (iii) a new global results framework. The new approach also aligns UNHCR results with the

<i>Commitment</i>	<i>Indicator</i>	<i>UNHCR inputs</i>
		<p>sustainable development goals. These changes, including the move to a multi-year cycle, facilitates the organization's engagement with national development frameworks and development partners, in the pursuit of the sustainable development goals. All operations will be aligned with the new multi-year programming cycle by 2024.</p> <p>UNHCR issued an internal operational guide on UNHCR's engagement with the sustainable development goals and the United Nations Sustainable Development Cooperation Framework that aims to provide UNHCR country operations with considerations and parameters for operationalizing the commitment of UNHCR towards the 2030 Agenda and its sustainable development goals, and the related United Nations Sustainable Development Cooperation Framework processes through UNHCR strategies and programmes.</p> <p>In the UNHCR intranet, there is a section dedicated to United Nations reform accessible to all staff, and regularly updated with internal and external relevant documents.</p>
To strengthen entity and system-wide transparency and reporting, linking resources to sustainable development goal results	Fraction of the United Nations development system entities individually submitting financial data to the United Nations System Chief Executives Board for Coordination (CEB); Baseline (2017): 27/39 or 69%; Target (2021): 100%	YES: UNHCR reported financial data for 2021 within the 2022 CEB financial collection exercise.
	Fraction of the United Nations development system entities publishing data in accordance with the highest international transparency standards; Baseline (2017): 14/39 or 36 per cent; Target (2021): 100 per cent.	YES: UNHCR regularly publishes budgetary, contribution, results and other data in the International Aid Transparency Initiative registry.
	Fraction of the United Nations development system entities with ongoing activities at country level that report expenditures disaggregated by country to the CEB; Baseline (2017): 18/39 or 46%; Target (2021): 100%	YES: UNHCR reported expenses by location for 2020 within the 2021 CEB financial collection exercise.
	Fraction of the United Nations development system entities that report on expenditures disaggregated by sustainable development goal;	YES: UNHCR reported expenditures for 2021 by sustainable development goal within the 2022 CEB financial collection exercise.

<i>Commitment</i>	<i>Indicator</i>	<i>UNHCR inputs</i>
	Baseline (2017): 6/29 entities or 20%; Target (2021): 100%	
To increase accessibility of corporate evaluations and of internal audit reports, within the disclosure provisions and policies set by governing bodies at the time of report issuance	% of the United Nations development system entities authorized within disclosure provisions and policies who have made their corporate evaluations available on the United Nations Evaluation Group website; Baseline (2018): 10/48, or 21%; Target (2019): 100%	UNHCR issued a new evaluation policy issued in 2022, reaffirms the organization's commitment to evaluation, its role in strengthening evidence-based learning and accountability to those whom it serves, in the context of the United Nations system reforms and the Global Compact on Refugees. The revised policy reflects the United Nations Evaluation Group peer review recommendations. It provides for the building of a stronger, evidence-informed, quality evaluation system in the organization based on the principles of impartiality, credibility and utility. All evaluations in 2022 are publicly available.
To increase visibility of results from contributors of voluntary core resources, pooled and thematic funds and for programme country contributions	Specific mention of voluntary core fund contributors pooled and thematic fund contributors, and programme country contributions in the United Nations country teams annual results reporting and entity specific country and global reporting (Y/N); Baseline (2018): n/a; Target (2020): Y	YES: UNHCR produces the Global Report with dedicated sections for various incomes. See: reporting.unhcr.org . Multi-year funding report can be found here: https://reporting.unhcr.org/multi-year-funding-2022 . \$608.4 million is 11% of the voluntary contributions for 2022.
To implement the United Nations Secretary-General's goals on operational consolidation for efficiency gains	% of the United Nations Sustainable Development Group entities that report to their respective governing bodies on efficiency gains; Baseline (2018): 12/29 or 41%; Target (2021): 100%	The issue of efficiencies is regularly discussed during the Standing Committee meeting in September, the Executive Committee plenary session in October, in meetings of the Advisory Committee on Administrative and Budgetary Questions twice yearly, and during informal consultative meetings, two of which were held in 2022 to discuss the 2023 annual programme budget.
	% of the United Nations Sustainable Development Group entities that have signed the High-Level Framework on Mutual Recognition; Baseline (2017): 11/39 or 28%; Target (2021): 100%	UNHCR signed the Framework in November 2019.
To fully implement and report on approved cost-recovery policies and rates	Fraction of the United Nations development system entities that report annually on the implementation of their approved cost recovery policies and rates to their respective governing body; Baseline (2017): 15/29 or 51%; Target (2021): 100%	UNHCR changed its cost recovery (indirect support costs) policy as of 1 January 2020 (lowered from 7% to 6.5%). Funds collected through the indirect support costs mechanism are reported in the UNHCR annual financial statements, the Global Report and other locations. UNHCR refers to this as indirect support cost rate. The use of income generated by the ISC is reported in the UNHCR financial report for the financial year 2021.