

UNHCR's management response to MOPAN 2023 Assessment

A. Introduction

1. UNHCR wishes to express its appreciation to the MOPAN Secretariat and the assessment team for undertaking this comprehensive review of UNHCR's current structure, policies and procedures which together underpin the efficiency and effectiveness of its work to respond to mandated functions and system-wide priorities. The assessment was undertaken over a six-month period following a rigorous process which included a review of large amounts of UNHCR's documentation, a range of key informant interviews, a survey of a large pool of UNHCR's external interlocutors and two week-long visits to UNHCR operations in Moldova and Uganda where the assessment team engaged with representatives from Government, donors, peer organizations, partners and groups of refugees.
2. UNHCR wishes to thank all interlocutors who have contributed to the assessment process by setting aside time to meet with the assessment team or complete the survey. The important insights they provided have enriched the assessment process and strengthened its outcome and relevance. UNHCR is also grateful for the role performed by the Institutional leads from the Netherlands, Switzerland and the United Kingdom in championing the assessment and supporting a wide engagement.
3. The process provided an opportunity to test the new assessment framework which the MOPAN Secretariat has developed to better reflect the diverse operational contexts and specificities of multilateral organisations involved in responding to humanitarian emergency situations. UNHCR has been one of several humanitarian agencies calling for an adaptation of the standard framework and therefore appreciates the important work invested by the MOPAN Secretariat to this end. Colleagues engaged in the assessment process have noted that the adapted framework is a significant improvement over the one used in earlier assessments. It has fostered very useful and substantive exchanges on key thematic areas of special relevance for humanitarian organisations.

B. Overall comments on findings

4. The previous MOPAN assessment of UNHCR was completed in 2018. Over the past five years, the challenges of forced displacement have grown in scope, scale, and complexity, stretching the organization to its very limits. During the COVID-19 pandemic – under very trying circumstances – UNHCR rapidly had to find new ways to ensure the continued protection and assistance needs of refugees and internally displaced persons while at the same time working to minimize health risks to the populations and its workforce. Also, new situations of political upheaval and conflict erupted in many parts of the world, including in Ukraine, Ethiopia, Sudan, Afghanistan, the Democratic



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Republic of Congo and in the Sahel region. In the five-year period 2019 – 2023, UNHCR responded to 160 emergencies in 74 countries. At the same time, UNHCR remained engaged in providing protection and assistance in many situations of protracted displacement –while facing challenges from the increasing impact of climate change, funding which did not keep pace with the growing needs and with prospects for finding durable solutions made even more complex due to the operational and political environment. The number of persons UNHCR was called upon to protect and/or assist rose by almost 50 % from 74.8 million at the end of 2018 to over 110 million at the end of 2022. In the same period, UNHCR’s financial requirements to meet the needs of the forcibly displaced populations increased by close to 30 % from USD 8.2 Billion to USD 10.7 Billion. In spite of very important and generous support from UNHCR’s public and private donors, the funding gap in 2022 stood at 42 %.

5. Since the last assessment, UNHCR has embarked on a very ambitious journey of transformation to become a nimbler organization and enhance our efficiency and effectiveness. The process of regionalization and decentralization has moved decision-making and support closer to the frontlines where it matters most and enabled our regional offices to leverage regional partnerships and strategic decision making to their specific region. UNHCR’s Business Transformation Program has implemented a substantive overhaul of our information systems for results-based management, strategic planning and partner management, enterprise resource planning, human resources and managing our external engagements with cloud-based technology – all in support of strengthening real-time access to quality data and information and process efficiencies. At the global level, UNHCR has built on the Global Refugee Compact adopted in 2016 by encouraging the adoption of a “whole of society” approach; promoting the inclusion of refugees into national systems and services; enhancing support to host communities and expanding the group of stakeholders engaged in providing support and developing innovative solutions for host communities and refugees.
6. At the inter-agency level, UNHCR has been at the forefront of UN-wide efficiency initiatives – co-leading the Business Innovations Group, which was set up to improve the overall effectiveness, accountability, and cohesion within the UN System – and identifying ways to simplify and harmonize business practices. In collaboration with WFP, UNHCR established a new shared service initiative - UN Fleet - which provides cost-efficient, energy-saving shared fleet and transport services to UN partner organisations. Together with UNICEF and WFP, UNHCR also established the UN Partner Portal, which provides for harmonized and more efficient coordination between UN agencies and civil society organisations and facilitates risk and compliance screening. UNHCR also remained very engaged in the follow-up to the Grand Bargain Process and in promoting good practices within the IASC in the Working Group on Prevention Against Sexual Exploitation and Abuse. Maintaining a strong engagement in various interagency fora to ensure collective responsibility and action to tackle sexual misconduct, UNHCR led the CEB Taskforce against Sexual Harassment from 2017 to 2023, galvanizing coordinated action in the UN system against sexual harassment. In parallel, UNHCR led and contributed to the development of innovative tools and initiatives, e.g., the launch of the NotOnlyMe platform, and the promotion of recruitment and vetting tools such as ClearCheck and the Misconduct Disclosure Scheme. In April 2024, UNHCR’s new Policy on Addressing Sexual Misconduct unified SEA and SH policies to streamline support for victims and clarify reporting and response processes. UNHCR continues to work closely with the Office of the UN Special Coordinator on SEA and the Victims’ Rights Advocate. Furthermore, UNHCR is actively engaged in the inter-agency collaboration on risk management and is co-chairing the HLCM-led Risk Management Forum.

7. Against this background and considering the very challenging operational context that the organization has faced over the past years, the management of UNHCR is very pleased to note that the MOPAN assessment found that “... *UNHCR has made good progress towards the right strategic direction, systems and processes, and programmatic approaches to deliver effective results ...*”. UNHCR’s performance across the four key management areas was found to be fully satisfactory and a comparison with the 2018 assessment shows significant progress across most of the 200+ sub-areas assessed.
8. The assessment recognizes that UNHCR has retained its core organizational strengths with a clear set of strategic directions anchored in UNHCR’s mandate and a proven capacity to respond to rapidly evolving emergency situations, with a clear leadership role in refugee situations and as an engaged member in inter—agency humanitarian action to respond to situations of internal displacement. UNHCR’s important role in global advocacy for upholding international law and mobilizing whole-of-society support for refugee inclusion, strengthening responsibility sharing with host countries and working towards developing solutions as part of sustained follow-up to the Global Compact on Refugees, is also fully recognized.
9. The assessment also notes the important progress UNHCR has achieved in addressing the areas identified for improvement in the previous assessment. UNHCR’s strategic framework is now fully aligned with and integrated in the corporate results framework, and notable progress has been made in integrating risk considerations firmly into the planning process. All UNHCR’s operations have shifted from developing one-year plans to developing multi-year plans, which supports stronger engagement with governments, development actors and partners. The introduction of a new corporate programming system, COMPASS, has also led to an improvement in UNHCR’s reporting of results, with separate country-level results reports developed for 50 country operations and issued together with the Global Report for 2022.
10. Regarding cross-cutting, system-wide priorities, UNHCR welcomes the assessment team’s acknowledgement that UNHCR’s performance in delivering gender outcomes has improved significantly since the last assessment. This has been supported by a new Policy on Age, Gender and Diversity, strengthened efforts to prevent and respond to situations of gender-based violence with special support measures to those affected, and more emphasis on collecting and analysing gender-disaggregated data. Ensuring the protection and meeting the diverse needs of women and girls, including enhancing their empowerment and ensuring access to education, remain very important priorities throughout UNHCR’s operations. In relation to Accountability to Affected Communities UNHCR increased support to field operations in the implementation of the Operational Guidance on Accountability to Affected Populations to live up to the collective commitment to ensure community inclusion and accountability to the people we serve. Internally, efforts are also ongoing to make UNHCR more diverse, equitable and inclusive. The High Commissioner endorsed a Diversity, Equity, and Inclusion Strategic Framework for 2024-2026, the first of its kind. It provides an organization-wide roadmap for achieving further progress in this area.

11. The assessment confirmed that UNHCR’s comprehensive reform process already has shown sign of benefits to support a more efficient and effective organization. It found a clearer organizational structure focused on supporting a decentralized decision-making authority to allow flexibility and agility at the operational level. UNHCR’s policy framework has also been substantially overhauled and streamlined to reduce overlap and provide easier accessibility.

C. Specific comments on findings – areas for improvement

12. The assessment also identified several areas where it was found that additional concerted action by UNHCR is required to strengthen further the effectiveness and efficiency of the organization. The findings broadly mirror UNHCR’s own internal assessment of where the organization stands on these areas – and work is currently ongoing to address many of them as part of the further consolidation of the reform process.

Shifting towards a multi-year mindset and way of working

13. An important part of UNHCR’s reform process within the area of programming has been the recent introduction of multi-year planning. Following a staggered approach starting in 2021, all UNHCR operations have now developed multi-year plans. This shift will lead to coherent and better planning. Using a planning framework anchored in UNHCR’s Strategic Directions an effective linkage has been established between the global strategic directions and context specific operational strategies. At country level, it provides a basis for establishing more effective linkages and collaboration with the work of partners and stakeholders, for example by achieving closer alignment with national and UN planning frameworks in line with the Global Compact on Refugees.
14. UNHCR fully recognizes that this important shift from one-year to multi-year planning still requires improvements, as our operations gradually develop and strengthen their knowledge and skills in developing and managing multi-year plans. One of the central areas that UNHCR has included in its strategic planning is the requirement to develop a context-specific “Theory of Change” that speaks to how the planned activities and outcomes will contribute to achieving the desired impacts. This in turn lays the basis for monitoring and evaluating the progress an operation is making over the years and adjust to changes that affect forcibly displaced and stateless people as results of the actions of stakeholders, including national and development partners. UNHCR is committed to provide sustained support to strengthening the capacities of its staff for improving the quality of multi-year strategic plans. Specialized personnel with background in development and economy have also been deployed in several operations to strengthen the collaboration with national authorities and development partners and assist in strategy development. Updated policies and a Programme Handbook on the different program phases: Plan, Get and Show, were issued at the end of 2023. They form the basis for on-going training, workshops and webinars for key personnel and partners.

Strengthening the use of evidence in planning and programming

15. The introduction of COMPASS has been accompanied by a more rigorous focus on strengthening the availability and quality of the data collected for use in planning, programming and reporting. UNHCR has issued specific guidance to support the collection, analysis and use of assessment and monitoring data. The updated Programme Handbook contains comprehensive guidance on how to better integrate data and evidence to plan for, implement, adjust, and report on UNHCR

programmes. It is accompanied by an online resource center combining useful tools for assessment and monitoring exercises for UNHCR and partner staff. Continued investment will also be made in operations' capacities to carry out robust monitoring and evaluation activities and target and prioritize assistance programmes with partners and host governments, using context-specific approaches in keeping with the principles of Accountability to Affected Populations.

16. UNHCR created a Global Data Service in 2020 which is tasked to enhance the quality and use of data in the organization. The number of personnel specialized in supporting the collection and analysis of operational data and deployed to UNHCR's operations globally has also increased significantly over the past years. Each Regional Bureau has also established a special unit that supports country operations in their efforts to enhance the management, quality and use of data. UNHCR is confident that these investments and a sustained focus on this important area of work will lead to good progress over the coming years. The High Commissioner has just appointed a senior advisor on data who will further the efforts to bring operational and enabling data streams together for analysis and decision-making in line with UNHCR's data transformation efforts.
17. Starting with the 2022 Global Report, UNHCR is now able to demonstrate to which extent UNHCR contributes to changes in the lives of forcibly displaced and stateless people using core indicators with a multi-year horizon and complemented by objective evidence from evaluations. With new analytical capacity being made available through the interconnection of UNHCR's new IT systems, the reports will continue to be improved to provide more trend data and comprehensive analysis on the displacement life cycle.

Rethinking refugee responses from a longer-term perspective

18. The assessment team has rightly pointed to the importance of enhanced and concerted dialogue between humanitarian and development partners from the outset of a humanitarian situation to best utilize the full potential of available knowledge and capacities – and importantly build the foundation for a gradual transition around the humanitarian-development nexus. UNHCR has remained very engaged in promoting stronger dialogue with multilateral, bilateral and private sector partners at global as well as field level – as called for in the Global Compact on Refugees. A Strategic Plan and guidance for field operations on our strengthened engagement with development actors were finalized and issued in November 2023. Furthermore, as the report recognizes, in 2023 UNHCR issued the new Policy on Emergency Preparedness and Response. The Policy promotes longer-term perspectives and states that the pursuit of durable solutions should be embedded in all emergency preparedness and response activities from the onset. Likewise, from the beginning of an emergency declaration, UNHCR's country operations are encouraged to initiate planning for a post-emergency declaration period. UNHCR, for example, engaged with the World Bank in Chad to see how they could come in more quickly to support the recent influxes of Sudanese. And similarly in Tajikistan to see how the World Bank and Asian Development Bank could support the government in its response to a possible influx of Afghans after the Taliban took over. We are engaging with the World Bank on how it might be possible to provide contingency financing to governments before they receive an influx of refugees to build the capacity of government services, such as education and healthcare to include refugees to limit or avoid the setting up of parallel services.

19. Moreover, UNHCR has significantly broadened its engagement with the World Bank beyond the financing to host countries (\$19.9 billion since 2018) through the Window for Host Communities and Refugees (WHR) and the Global Concessional Financing Facility (GCFF). We are also pursuing the same engagement with bilateral development agencies. The GRF pledge by the Agence Française de Développement's to dedicate 150m Euro over the period 2024–2027 to refugees and host communities is one example of success of this work. BMZ will include more systematically forced displacement related policy points in their bi-annual bilateral negotiations with key hosting countries, and GIZ have seconded technical advisors to some 10 hosting country line ministries to support inclusion of forcibly displaced in policy, programme and financing. The Belgian Government pledged to include forced displacement more systematically in their development programmes. Similarly, we are finalizing a Strategic Action Plan with the African Development Bank and have had several deep dive sessions with the Inter-American Development and Asian Development Banks.

20. Finally, over the coming 3-5 years, UNHCR will reinforce the principles of the Global Compact on Refugees (GCR) while capitalizing on the significant commitments and pledges announced during the recent Global Refugee Forum. The focus will be on sustainable programming, aiming to maximize self-reliance for displaced and stateless individuals and reduce their dependence on humanitarian aid. The sustainable programming approach builds on lessons learnt from Kenya, Moldova, Zambia, the Central African Republic, Mauritania, and labour insertion programmes in Brazil and Mexico to develop effective context-specific strategies. The approach also envisages leveraging the various platforms that have emerged since the GCR to tackle long-standing challenges at the regional and country level and play a central role in the search for contextualized solutions, e.g., Solutions Strategy for Afghan Refugees (SSAR), Comprehensive Regional Protection and Solutions Framework (MIRPS), Central African Republic Support Platform and, the Intergovernmental Authority on Development (IGAD) Support Platform for East and Horn of Africa. As part of this effort, UNHCR will identify “legacy activities/programmes” which over time, may have become less impactful and require recalibration to ensure they efficiently contribute to self-reliance and the GCR aspirations. In some instances, this may entail a transition of services to other relevant actors. Sustainable programming also seeks to maximize efficiencies and rationalize operational responses (reducing fixed costs, leveraging technology, outsourcing, avoiding parallel systems, exploring economies of scale, etc.). UNHCR's supervisory responsibility and protection expertise will continue to remain at the centre of our presence and work and constitute our most significant comparative advantage. To yield the best possible outcome, fundraising strategies and staffing architecture for countries and regions will be adapted to reflect the programmatic shift and individual pathway to self-reliance defined by countries and Regional Bureaux.

Continuing reforms related to managing engagement with partners

21. The assessment has noted that UNHCR is very actively engaged in working with a range of partners, both when leading a coordinated response to refugee situations and when participating in responding to situations of internal displacement within the established inter-agency framework. UNHCR's partnership with the World Bank and other financial institutions has also been a very important element in strengthening the support to countries hosting large numbers of refugees.

22. UNHCR has taken due note of the finding that work remains to be done to ensure that our management of funded partners is as efficient and effective as possible with programmatic requirements adapted to the proven capacities of the partner organisation. UNHCR works with a very diverse set of organisations implementing programs in support of forcibly displaced and stateless persons. In 2023, UNHCR signed agreements with over 1200 funded partners of which 85 % were national and local actors. As part of its IT systems renewal, UNHCR has rolled out a new digital platform for enhancing its interaction with its partners around development of programmes and managing their implementation – which should provide important collaboration and efficiency gains. UNHCR has also overhauled its policy on partnerships and introduced a more diversified risk-based approach to monitoring and control. UNHCR highly values its partnership with non-governmental organisations – small or large, national, and international – and will continue to focus on ensuring that the partnership arrangements are effective and efficient – and that feedback received through bilateral consultations, or the annual UNHCR partnership survey is carefully considered and acted upon.
23. In line with the Grand Bargain commitment, UNHCR is also committed to exploring ways in which UNHCR’s funding of its partners can be as predictable and long-term as possible. UNHCR engages early with its partners to review needs assessments and discuss plans and requirements for the coming year with a view to ensuring full clarity on the scope of engagement. Partnership framework agreements introduced as part of UNHCR’s reforms in late 2023 will give partners more multi-year predictability on their engagement with UNHCR. However, within a funding environment where only half of the global needs are responded to, and increasing levels of earmarking, there remains a need for maintaining an ongoing prioritization among competing needs. Therefore, most of the funding provided to partners will continue to be provided on an annual basis. On the other hand, where multi-year funding is received for specific situations, UNHCR will strive to ensure that it can also provide quality funding to its partners.

Consolidating the reform programme and clarifying the role of Regional Bureaux

24. A very important aspect of UNHCR’s reform process was to strengthen decentralization, moving the Regional Bureaux closer to the area of operations to support a stronger connection to field operations as well as other major partners and regional bodies. Roles, accountabilities, and authorities (RAAs) of country operations, Regional Bureaux and Headquarters Divisions were developed to underpin the structural changes. Just as the regionalization was implemented, it was exposed to its first major test when the global COVID-19 pandemic broke out. The proximity of the Regional Bureaux to field operations was considered a major factor in ensuring that UNHCR could maintain an adequate response and sustain vital programming in all corners of the world, in spite of the many constraints and health risks for affected populations and its workforce.
25. UNHCR fully agrees with the assessment team that it is important that there is full clarity among all personnel of the different roles and responsibilities which are to be performed at the different levels of the organization. To this end, in October 2020, a Field Reference Group was established to provide regular feedback on the implementation of the decentralization and regionalization process as well as the broader change initiatives. The group has provided valuable feedback and perspectives. Based on this and lessons learned through a round of consultations with both Regional Bureaux and Divisions, the RAAs were updated in December 2022. In addition to the RAAs at country, regional and central levels, all official internal guidance issued now systematically incorporates a clear description of the roles and responsibilities in the respective areas, providing greater clarity, including for regional bureaux.

26. UNHCR will also launch revised standards for issuance of policies taking into consideration, inter alia, a contextualized approach for smaller operations, and prioritizing the policy pipeline based on the needs identified by field operations.
27. UNHCR has launched an independent evaluation of the regionalization and decentralization process to take stock of the first years of implementation. We expect that this evaluation will provide important information on what has worked well and what has not, with a view to identifying the changes and adaptations that may be required to ensure that UNHCR's organisational set-up is as effective and efficient as possible.
28. UNHCR is reconfiguring its organizational design capacity to strengthen its ability to maintain structural coherence in a decentralized organization. The new service will focus on maintaining organizational coherence across functions performed at Headquarters, Regional Bureaux and country operations. Building on strong analysis and change management capacity, it will facilitate the adjustments the organization needs to maximize the outcomes of its transformation process.

Clarifying and delivering on UNHCR's role in climate emergencies and natural disasters

29. UNHCR concurs with the finding that, despite UNHCR's increased attention to environmental and climate issues, there is still room for improvement. This is particularly so, given the increasing negative and compounding impacts of the climate crisis on UNHCR's operations and the most vulnerable communities. The organisation's first strategy for climate action was issued in 2021 with the launch of the Strategic Framework for Climate Action. This set out important objectives for guiding and interpreting relevant legal and policy frameworks, strengthening the climate resilience of displaced populations and ensuring environmental sustainability in displacement settings. Before the release of the Strategic Framework, UNHCR has engaged in a wide range of actions ranging from undertaking surveys and analysis of displacement settings at special risk of flooding or drought, to introducing more environmentally sustainable solutions to shelter and relief items, as well as exploring opportunities for transitioning to renewable sources of energy for water pumps and general electricity needs in settlements. An independent longitudinal evaluation on UNHCR's Climate Action strategy will be undertaken this year.
30. In UNHCR's Strategic Directions for 2022-2026 it was recognized that UNHCR's work on climate and environment required additional, accelerated, and targeted action. Taking stock of the progress achieved so far and the increasing challenges caused by climate change, UNHCR has recently launched a Strategic Plan for Climate Action for the period 2024 – 2030. The Plan sets out a comprehensive vision for UNHCR's engagement in wider efforts to ensuring that forcibly displaced populations fleeing from climate-fuelled crises and/or living in climate-vulnerable countries find solutions, are protected from, and resilient to, the impacts of climate change and are living self-sufficient lives. UNHCR will undertake this work in strategic partnerships and alliances with public and private institutions engaged in this field and will hope to be able to draw on climate funding and innovative financing arrangements. As part of the Strategic Plan for Climate Action, a results framework with several new indicators is currently being finalized and will be rolled out for reporting on implementation in priority countries. In 2024 a developmental/formative 3-year evaluation of UNHCR's climate action plan will be launched. The evaluation will contribute to the body of credible evidence available on UNHCR's performance in this area.

31. Recognizing the increasing impact of the climate crisis on UNHCR’s operations, climate-related risks were also included in the Strategic Risk Register which refers to the potential “failure to transform UNHCR’s strategic role in climate action into climate smart, protection centred programmes”. The description of the risk, which has been calibrated to reflect the increasing relevance of this risk to UNHCR’s work as well as progress made to date, also includes possible causes, impacts, as well as outlines several key indicators, with baseline values and target values, in addition to the key actions and responsible entities. The strategic risk for climate, and the underlying indicators, will continue to be regularly reviewed and updated. In addition, to support country operations to proactively identify and manage climate related risks, a new risk tool focusing on typical climate related risks and opportunities, as well as mitigation actions, has been developed and will be rolled out over the coming months.
32. In parallel, UNHCR will continue its efforts to reduce our environmental footprint – as part of system-wide efforts to on “Greening the Blue”- by continuing to seek sustainable reductions across our management of buildings, facilities, fleet and air travel. In 2022, UNHCR managed to reduce its overall greenhouse gas emissions by almost 5 %. Likewise, UNHCR is undertaking major initiatives to improve the sustainability of the end-to-end supply chain. In line with its Sustainable Supply Strategy, UNHCR is on track to achieve a 20 per cent reduction, by the year 2025, of carbon emissions that stem from the procurement, delivery and utilization of core relief items and other goods. UNHCR will also increase recycled plastic content of core relief items by 20 % by 2025. So far, UNHCR has developed more environmentally friendly product specifications for 6 core relief items and is working on 4 more items. In 2023, UNHCR procured 190,000 blankets made of 100 % recycled PET for its ongoing winterization response in Ukraine.
33. One of the key aims of the new Policy on Emergency Preparedness and Response was to clarify UNHCR’s engagement in climate and natural hazard-induced displacement. In emergencies brought on by climate and other related natural hazards which impact refugee populations, UNHCR is committed to lead and engage with Governments and partners in joint risk analysis and multi-sectoral preparedness and response. In other non-refugee contexts, UNHCR will continue to play an active role in inter-agency preparedness and response actions with a special focus on ensuring that specific protection and displacement-related concerns are included and addressed.
34. UNHCR undertakes global monitoring of situations at high risk of an emergency, including of emergency risks caused by natural hazards, and contributes to the Inter-Agency Standing Committee’s Early Warning, Early Action and Readiness (EWEAR) process. Moreover, UNHCR has strengthened its collaboration with expert bodies such as the World Meteorological Organisation (WMO) to better anticipate the potential impact of adverse meteorological events and make more informed decisions regarding emergency preparedness and response. For example, the Hydromet scans received in anticipation of Cyclone Mocha which affected Myanmar and parts of Bangladesh in May 2023 provided vital information to humanitarian partners for developing anticipatory actions.

Improving consultation with the Executive Committee and ensuring “no surprises” reporting

35. We were pleased to have the assessment team’s recognition that UNHCR has taken important steps to ensure the full independence of its internal oversight bodies; the Inspector-General’s Office, the Evaluation Office and the Internal Audit function carried out by OIOS. UNHCR is fully committed to ensuring that the work and reports of these oversight bodies are brought to the attention of all members of the Executive Committee. Regular updates on their work are provided at meetings of the Standing Committee and the Executive Committee. UNHCR has also undertaken to ensure that donors are informed of any concerning situation involving fraud, aid diversion, sexual abuse or other grave events that may affect the integrity of any UNHCR operation and the participating donors funding the activities. Informal briefings on global thematic evaluations are regularly organized and member states are systematically invited to participate in evaluation reference/advisory groups for these evaluations.
36. All members of UNHCR’s Executive Committee have full access to the audit reports and related management responses prepared by OIOS, UNHCR’s internal auditor, as well as to all Evaluation reports and their management responses. UNHCR’s external auditors, the Board of Auditors, also submit a comprehensive audit report to the annual meeting of the Executive Committee. UNHCR also maintains an Independent Audit and Oversight Committee which is tasked with providing independent, senior-level advice regarding the functioning of audit, evaluation, and oversight in UNHCR; the effectiveness of UNHCR’s risk management framework, reviewing internal and external audit and oversight matters; and reviewing financial management and reporting within the Office. This Committee is also providing a report and an oral briefing at the annual session of the Executive Committee.
37. UNHCR also convenes several informal meetings to brief members of the Executive Committee on specific aspects of its programmes and provides regular briefings to its major donors (19 briefings in 2023). There are also numerous ad-hoc meetings and contacts between representatives of Permanent Missions in Geneva and senior UNHCR managers at Headquarters. Finally, UNHCR provides consistent updates from its many operations accessible through UNHCR’s website for operational reporting.
38. UNHCR has taken due note of the assessment team’s finding that some government interlocutors, primarily within the group of donors, have expressed a need for seeking further improvements in what information is being made available to members of the Executive Committee and how the Committee best can exercise its role. Over the coming months UNHCR intends to explore what specific information needs are not sufficiently covered – and ways in which that can be addressed. UNHCR will also carefully consider proposals for any specific issues that it is felt may benefit from more discussion at the level of the Executive Committee.

D. Concluding observations

39. This management response has focused on commenting on the overall findings and recommendations set out in the main report. However, we want to stress that all the detailed findings by the assessment team are being carefully reviewed and analysed by the UNHCR managers responsible for the different areas covered in the assessment and will inform ongoing work efforts to further strengthen UNHCR's efficiency and effectiveness.
40. UNHCR welcomes the reports' findings highlighting the challenges posed by tightly earmarked funding, especially for its funded partners and the achievement of multi-year objectives. The multi-stakeholder pledge from the Global Refugee Forum 2023 for more flexible funding where 11 countries so far agreed to provide more quality funding is particularly encouraging in this regard. At the same time, UNHCR will be continuing its efforts to diversify its donor base as today 10 donor countries are contributing over 70 % of UNHCR's annual funding in 2023 and its engagement with the private sector: individuals, private companies and foundations. In 2023, revenues from the private sector represented 15% of UNHCR contributions compared to 10% in 2019.
41. In conclusion, UNHCR would like to express the hope that the network of MOPAN donors considers this important comprehensive assessment process together with the variety of other existing reports as providing a sufficient foundation to satisfy their respective assurance requirements, in line with the commitments undertaken as part of the Grand Bargain and the declared objectives of the network to promote the highest levels of efficiency and effectiveness in the work of multilateral organisations, so that additional requests from individual donors may be avoided.
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