

2015 Global Strategic Priorities Progress Report



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A young girl flies a kite in the no-mans land on the Greek border with the Former Yugoslav Republic of Macedonia.
© UNHCR/Achilleas Zavallis

COVER PAGE:
Sudanese refugee girls pose in Iriba, eastern Chad, where they came to work. Due to food shortage, many women and girls have to leave the refugee camps where they live to work in Iriba to feed their families. They do small jobs for the local community such as washing their clothes or fetching water. They sleep in the outside under a tree. © UNHCR/Coertin Fohlen

Introduction

The Global Strategic Priorities (GSPs) represent areas where UNHCR makes specific, targeted efforts to improve protection and find solutions for refugees and other people of concern. The GSPs provide important direction to UNHCR's programmes worldwide, guiding field operations in the implementation of overall strategies and operational plans. They are divided into two categories: the eight operational GSPs with 20 related indicators applying to field operations and the eight support and management GSPs focusing on the functions provided by headquarters and regional offices.

This report outlines the progress achieved in 2015 against these GSPs. It reports on progress made, highlights successful practices and illustrates ongoing initiatives promoted at field, regional and headquarter levels. For each operational GSP, the criticality view provides a breakdown of the overall level of progress achieved as measured against thresholds set for each of the GSP indicators and offers a comparison with the achievements of the previous year.

By presenting a common set of key priorities, GSPs guide UNHCR operations in developing their annual plans and ensures their alignment with common priorities. During the year, the operational GSPs inform strategic planning discussions between UNHCR and partners at the field level, contributing to the development of prioritized plans and budgets while taking into consideration the specific operational contexts.

In 2015, the maintained focus on the core areas of the operational GSPs has yielded positive results, with operations reporting progress in the situation and wellbeing of persons of concern across a wide range of areas. The need to prioritize interventions due to limited budgetary resources, while still ensuring a comprehensive response to assist those most in need, proved challenging. In some situations, a reprioritization of funds was required towards life-saving needs in new emergency situations. Protracted crises, expanding and newly emerging conflicts, increasing burdens borne by a limited number of countries and significant increases in the numbers of people asking for refugee status required UNHCR and states to find more streamlined ways of identifying those in need of protection and responding to their protection needs.

This report includes for the first time GSPs on Support and Management, which underpin UNHCR's organizational commitment to strengthen operational response and improve efficiency and effectiveness across a vast range of functional areas. The 2015 results indicate that UNHCR strengthened financial and programme management through the adoption of best practices in financial reporting and provided strengthened protection support through legal advice and guidance. UNHCR continued engaging actively in the work of the Inter-Agency Standing Committee and inter-agency responses to five system-wide Level 3 emergencies, ensuring effective leadership and coordination of complex operations, while responding to the challenging emergency refugee situations. The organization maintained a strong focus on results-based management and monitoring of operational performance and further expanded staff development opportunities.



A woman processes seaweed before placing it on a solar dryer in Leha-Leha village, part of a UNHCR project to help returnees in Zamboanga's island villages, in the Philippines, restore their traditional livelihood © UNHCR/Kent Truog

2015 Progress at a glance

Operational GSPs



Favourable protection environment

Legislative changes enhancing the protection of asylum-seekers and refugees were reported in 14 countries, while improvements in national laws and policies for IDPs were reported in 10 countries



Four accessions to the two Statelessness Conventions and six amendments to nationality laws to prevent statelessness were recorded in 2015

At least 49,100 stateless people or those with undetermined nationality acquired a nationality or had their nationality confirmed



Fair protection processes and documentation

94% of the 32 situations reporting had increased levels of issuance of birth certificates



87% of 83 situations maintained or increased levels of individual registration



Security from violence and exploitation

87% of 104 situations improved or maintained provision of support to known SGBV survivors

73% of 60 situations have increased community involvement in prevention and protection of SGBV survivors



86% of 57 situations reported increased or maintained proportion of unaccompanied or separated refugee children for whom a Best Interests process has been completed or initiated

73% of 33 situations reported increases in the non-discriminatory access to national child protection and social services



Basic needs and services

61% of 100 surveyed camps or settlements met UNHCR's standard of $\leq 10\%$ Global Acute Malnutrition



98% of 144 monitored sites met UNHCR's standard for mortality rates among children under five years old ($< 1.5/1000/\text{month}$)



86% of 73 situations maintained or increased the percentage of households living in adequate dwellings; however, a significant number of situations remain within the 'critical' threshold of UNHCR's standard



70% of 50 situations reported increased or maintained levels of water supply



Community empowerment and self-reliance

71% of 56 situations increased or maintained participation of women in leadership structures



70% of the 40 situations reported improvement in relations between people of concern and local communities



45% of 33 operations reported an increase in the number of people of concern selfemployed or with their own business (aged 18-59)



59% of 111 situations reported increased or maintained enrolment rates of primary school-aged children



Durable solutions

89% of refugees who expressed their intention to return voluntarily to their country of origin were supported by UNHCR to return



45% of 47 situations reported some improvement in relation to local integration of refugees



Some 81,800 refugees departed for resettlement

GLOBAL STRATEGIC PRIORITY LEGISLATION ON REFUGEES

Seek improvement to national law in 82 countries, so as to be consistent with international standards concerning refugees and asylum-seekers

IMPROVEMENTS IN 14 COUNTRIES

14

TOTAL OF 82 COUNTRIES

RESULTS AND ACTIONS

Legislative processes were on-going in almost 60 countries, with adoption of improved legislative changes in 14 countries. UNHCR advocated for the inclusion of civil society representatives in legislative reform processes wherever possible, and provided advice and training on a range of legal and protection-related questions. At the end of 2015, 148 states were party to either the 1951 Convention relating to the Status of Refugees or the 1967 Protocol relating to the Status of Refugees or both, with two states only a party to the 1951 Convention and three states only a party to the 1967 Protocol.

OPERATIONAL HIGHLIGHTS

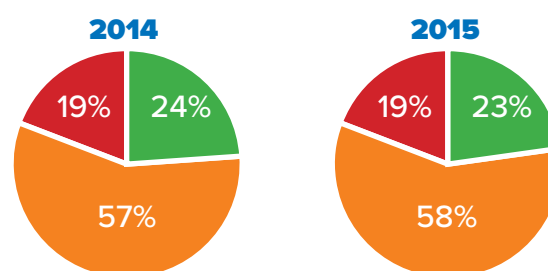
- **Georgia** adopted amendments to its existing refugee related legislation that affirmed important principles of refugee protection, including non-penalization for irregular entry, access to legal aid and legal representation as well as expedited appeal proceedings in court.
- **Papua New Guinea** adopted a National Refugee Policy outlining five key policy principles to guide the country's approach to refugee protection and reaffirming the rights of refugees in accordance with the 1951 Convention relating to the Status of Refugees and its 1967 Protocol as stipulated in its national laws. In particular, the new policy recognizes the skills and resources of refugees, supporting them to become self-sufficient and citizens of Papua New Guinea.
- In the **Netherlands**, the adoption of a new policy allows dependent unmarried adult children to be reunited with their parents who have been granted international protection status. Furthermore, rules concerning an asylum-seeker's burden of proof when arriving without documents were amended, and courts were given authority to conduct a fuller judicial review of law and facts in asylum cases.

CHALLENGES

UNHCR actively seeks to promote improvements to national laws and policies to ensure compliance with international and regional standards and consistent interpretation among the states parties to the refugee law instruments. While UNHCR's views are often solicited by states on proposed legislative changes, they are not always followed, leading increasingly to the adoption of legislation with reduced protection safeguards or with provisions that may be at variance with international and/or regional legal obligations of the country. The mass movement of asylum-seekers and refugees into Europe was followed by the introduction of restrictive new asylum laws and policies in many European states, including on eligibility for international protection, cessation of

protection, procedural safeguards and the rights of asylum-seekers and refugees regarding the duration of residence permits, property rights and family reunification.

LEGISLATION ON REFUGEES



LEGEND*

- **Satisfactory**
≥85% Extent law consistent with international standards relating to refugees
- **Needs improvement**
Between 85% and 50%
- **Unsatisfactory**
Less than 50%

* According to the weighted criteria provided in the Indicators Guidance

GLOBAL AND REGIONAL INITIATIVES

- UNHCR intervened in 14 judicial proceedings in 11 jurisdictions to ensure that national laws and practices were compliant with international and regional standards.
- UNHCR organized, along with civil society partners, the third annual roundtable on strategic litigation.
- In partnership with the International Association of Refugee Law Judges (IARLJ), UNHCR participated in the training of 110 judges from North Africa and the Middle East and assisted the IARLJ and the European Asylum Support Office in the development of judicial training materials.
- UNHCR sought improvement to national laws through active engagement with the United Nations human rights mechanisms, including the Universal Periodic Review, the Special Procedures and the various mechanisms of the treaty monitoring bodies.

GLOBAL STRATEGIC PRIORITY LAW AND POLICY ON IDPs

Seek improvements to national law and policy in 20 countries, so as to be consistent with international standards concerning Internally Displaced Persons (IDPs)

IMPROVEMENTS IN 10 COUNTRIES

10

TOTAL OF 20 COUNTRIES

RESULTS AND ACTIONS

Improvements in national laws and policies on IDPs were achieved in ten countries. Through consultations, training on law and policy, and the provision of direct technical assistance, UNHCR promoted solutions for IDPs and encouraged the improvement of law and policy, including at local administrative levels. UNHCR continued to actively promote accession to the African Union Convention for the Protection and Assistance of Internally Displaced Persons in Africa (Kampala Convention) amongst countries with significant IDP populations that have yet to accede. Two additional countries ratified the Kampala Convention bringing the total number of ratifications to 25 out of the 40 signatories.

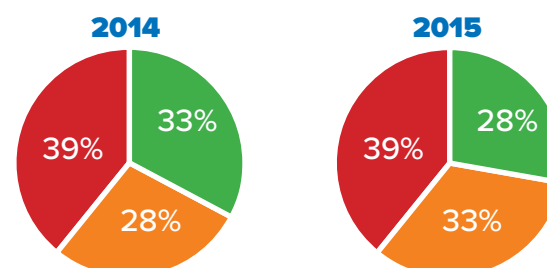
OPERATIONAL HIGHLIGHTS

- In **Colombia**, UNHCR supported efforts to ensure that the country's land restitution policy complemented the existing framework on reparation and protection by promoting a permanent coordination between the Land Restitution Unit, the National Protection Unit, the Ministry of the Interior and the local authorities.
- In **Somalia**, UNHCR carried out training focused upon the recently approved IDP policy in Somaliland. In Puntland, UNHCR supported the government through the joint development of a local integration strategy for IDPs.
- In **Mali**, a technical committee was created to integrate the Kampala Convention into national law. The Committee is composed of members of parliament as well as representatives from key ministries, civil society and the African Union Sahel mission.

CHALLENGES

New and ongoing conflicts, in which humanitarian laws were often not respected, proved challenging for UNHCR in seeking improvements to national law and policy on IDPs. In Afghanistan, for example, the implementation of the 2014 IDP policy was hindered by the constant deterioration of the security situation. The lack of political acknowledgement of IDPs and the lack of political will to address their protection is an ongoing challenge. Despite the development of technically sound draft laws reviewed and supported by UNHCR in the Democratic Republic of the Congo, the Central African Republic, and the Philippines, no new national laws related to IDPs were adopted. Consistent multi-year advocacy is therefore required after the passage of new laws or policies to support implementation and realize improvement in the protection situation of IDPs.

LAW AND POLICY ON IDPs



LEGEND*

- **Satisfactory**
≥66% Extent law and policy consistent with international standards relating to internal displacement
- **Needs improvement**
Between 66% and 40%
- **Unsatisfactory**
Less than 40%

* According to the weighted criteria provided in the Indicators Guidance

GLOBAL AND REGIONAL INITIATIVES

- The Global Protection Cluster (GPC) created a Task Team on Law and Policy to strengthen collaboration among partners. UNHCR co-chairs the Task Team with the Internal Displacement Monitoring Centre (IDMC).
- As part of the Global Protection Cluster Task Team, IDMC established a law and policy database that covers more than 70 countries. The database¹ is a useful resource for governments as it provides an overview of the strengths and gaps in national and regional frameworks on internal displacement, both in terms of their content and implementation.
- UNHCR supported the attendance of several government and partner representatives at the San Remo Institute's 11th annual course on the Law on Internal Displacement in Italy.
- In commemoration of the third year anniversary of the entry into force of the Kampala Convention, the GPC Task Team on Law and Policy held a three-day capacity building workshop at the African Union in Addis Ababa, Ethiopia. Participants included parliamentarians, civil society actors, UN and international humanitarian and development organizations, expert practitioners on IDP law and policy, as well as other stakeholders from six African countries (Cameroon, the Central African Republic, Mali, Nigeria, South Sudan and Zambia). All those attending the workshop committed to roadmaps for the passage of a domestic Kampala bill.

1 <http://www.internal-displacement.org/law-and-policy>

GLOBAL STRATEGIC PRIORITY LEGISLATION ON STATELESSNESS

Seek improvement in citizenship laws in 59 countries, so as to be consistent with international standards on the prevention of statelessness; Seek to increase the number of stateless people who acquire or confirm nationality in 45 situations.

IMPROVEMENTS IN 6 COUNTRIES

6

TOTAL OF 59 COUNTRIES

An estimated 49,100 stateless people acquired or confirmed a nationality

RESULTS AND ACTIONS

Six countries made changes to their national laws to more effectively prevent statelessness or to ensure the rights of stateless people are protected. Several countries took practical steps to grant nationality to stateless people with at least 49,100 stateless people, or those with undetermined nationality, acquiring or having their nationality confirmed. UNHCR engaged in advocacy to promote law and policy reforms that better enable stateless people to acquire a nationality, and focused technical advice on recommendations for the introduction of gender equal provisions in nationality laws and safeguards against statelessness at birth and later in life. UNHCR also continued to promote accessions to the two United Nations Conventions on Statelessness.

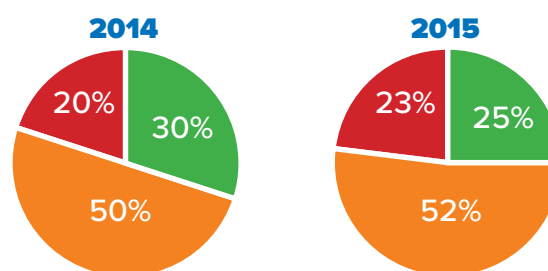
OPERATIONAL HIGHLIGHTS

- In **Estonia**, UNHCR's sustained advocacy efforts yielded positive results as the Parliament adopted amendments to the Citizenship Act. The amendments enable children born to stateless parents to acquire citizenship automatically at birth and ease the requirements for naturalization for those who are over 65 years of age – a change that will benefit many of the 88,000 stateless persons in the country.
- In **Armenia**, the Government amended its citizenship law to ensure that all children born on its territory who would otherwise be stateless acquire Armenian nationality. UNHCR promoted these amendments and provided technical advice to the Armenian Government throughout the process.
- In **Malaysia**, a local NGO, supported by UNHCR, registered nearly 7,000 stateless persons and persons of undetermined nationality and provided them with legal advice on how to pursue acquisition and confirmation of nationality. Community-based paralegals submitted over 5,000 of these cases to the Government authorities and by the end of the year, over 500 persons had acquired or confirmed their nationality.
- In **Kenya**, UNHCR promoted the development of a National Action Plan to End Statelessness and supported birth registration of 4,000 children in communities at risk of statelessness.
- In **Tajikistan**, UNHCR and partners identified over 19,000 stateless people or people at risk of statelessness and are assisting in finding a solution to their situation.

CHALLENGES

Gaps in nationality legislations, including a lack of safeguards against statelessness among children and a failure to grant equal rights to men and women to pass on their nationality to their children, still exist in many countries in the world. While several states have acknowledged the negative impacts of statelessness and taken steps to address the problem, efforts need to be amplified to increase the pace of granting nationality to stateless people.

LEGISLATION ON STATELESSNESS



LEGEND*

- **Satisfactory**
80% Extent law consistent with international standards on prevention of statelessness
- **Needs improvement**
Between 80% and 40%
- **Unsatisfactory**
Less than 40%

* According to the weighted criteria provided in the Indicators Guidance

GLOBAL AND REGIONAL INITIATIVES

- As part of the first year of UNHCR's #IBelong Campaign to End Statelessness by 2024, UNHCR undertook consultations in seven countries with more than 250 stateless children and youth, as well as their families and caregivers. The consultations led to a better understanding of implications of statelessness in their lives and a report 'I Am Here, I Belong – The Urgent Need to End Childhood Statelessness',¹ which recommends concrete actions for states to take to prevent and resolve childhood statelessness.
- The African Commission on Human and Peoples' Rights (ACHPR), adopted a draft Protocol on the Right to Nationality - an additional protocol to the African

GLOBAL STRATEGIC PRIORITY LEGISLATION ON STATELESSNESS (cont.)

Charter on Human and Peoples' Rights. Its aim is to fulfil the promise of the right to a nationality and the eradication of statelessness in Africa, including through ensuring every child's right to a nationality and enshrining gender equality in nationality laws. The protocol will eventually be approved by the African Union Member States.

- The Economic Community of West African States (ECOWAS) and UNHCR organized the Ministerial Conference on Statelessness, hosted by the Government of Côte D'Ivoire. Representatives of ECOWAS states strongly endorsed UNHCR's #IBelong Campaign, committing to end statelessness in their region by 2024. The key

outcome of the conference was the Abidjan Declaration of Ministers of ECOWAS Member States on Eradication of Statelessness, which includes 62 recommendations on prevention and reduction of statelessness, partnerships and information-sharing, identification and protection of stateless persons.

- UNHCR provided targeted financial resources which strengthened statelessness activities in 19 countries through the "Seeds for Solutions" mechanism.
- UNHCR published three "good practices" papers on resolving existing major situations of statelessness, removing gender discrimination from nationality laws and acceding to the UN statelessness conventions.



Bilal shows his uncle Abdoulaye's identity card. He is the only family member who holds an identity document. Bilal is from Burkina Faso but was born in Nigeria. After several years, the recent violence in Nigeria forced Bilal and his family to return to Burkina Faso. Bilal and his family are at risk of becoming stateless as their birth was never declared and they have no identity documents proving their nationality. © UNHCR/Arne Gillis

GLOBAL STRATEGIC PRIORITY BIRTH REGISTRATION

Seek increase in the systematic issuance of birth certificates to newborn children in 32 refugee situations

INCREASED IN 30 SITUATIONS

30

TOTAL OF 32 SITUATIONS

RESULTS AND ACTIONS

Thirty refugee situations saw increases in the systematic issuance of birth certificates to newborn children. In 12 of these situations, the coverage was almost universal. Birth registration is a 'passport to protection'¹ and intimately linked to UNHCR's mandate for the protection of refugee children. UNHCR operations continued with good practices, including facilitating refugees access to civil registration offices, constructing new civil registration offices where necessary, capacity building with national partners and supporting mobile registration units. Awareness raising campaigns with the organization of public hearings for late birth registration, proved an innovative and useful approach.

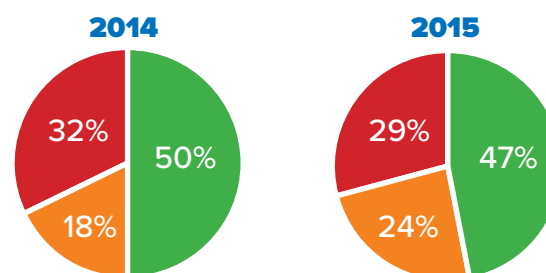
OPERATIONAL HIGHLIGHTS

- In **Thailand**, UNHCR facilitated the travel of unregistered people to civil registration offices for the issuance of birth certificates after participatory consultations identified long and expensive travel to district offices as a significant obstacle for refugees in accessing birth registration.
- In **Cameroon**, UNHCR provided support to the authorities for the opening of an additional registry office in closer proximity to the refugee sites.
- In **Zambia**, UNHCR introduced mobile registration units resulting in a fivefold increase in birth registrations.
- In **Chad**, awareness raising campaigns coupled with the organization of public hearings for late birth registrations resulted in a 14 percent increase in the registration of refugee children from the Central African Republic under 12 months.
- In **Bangladesh**, UNHCR's advocacy efforts resulted in the Government extending birth registration of newborn refugee children into the national on-line birth registration system and issued official birth certificates.

CHALLENGES

The main challenges faced by UNHCR operations in promoting the issuance of birth registration for refugee and asylum-seeker children includes weak civil registration systems, inaccessibility of civil registry offices, high registration fees and complex procedures. Birth delivery outside health facilities, for traditional or financial reasons, often result in lack of formal birth notification, which is often required to obtain a birth certificate. A lack of understanding among refugees of the importance of birth certificates is also a recurrent factor, which is being addressed by sensitization and awareness raising activities in many countries.

BIRTH REGISTRATION



LEGEND*

- **Satisfactory**
Over 80% children under 12 months issued with birth certificates
- **Needs improvement**
Between 40% - 80%
- **Unsatisfactory**
Less than 40%

* According to the weighted criteria provided in the Indicators Guidance

GLOBAL AND REGIONAL INITIATIVES

- In addition to being a protection tool for children, birth registration is one of the main pillars of the Civil Registration and Vital Statistics (CRVS)² system. In May 2015, the United Nations Economic and Social Commission for Asia and the Pacific endorsed UNHCR as a member of the inter-governmental Regional Steering Group for Civil Registration and Vital Statistics in Asia and the Pacific. The Steering group provides strategic guidance to states implementing their commitments under the 2014 Ministerial Declaration and Regional Action Framework to improve Civil Registration and Vital Statistics in Asia and the Pacific³.
- As a part of the Bali Process on Civil Registration⁴, UNHCR supported a project to develop a toolkit on civil registration for refugees and other persons of concern in Asia.

1 UNICEF, *A Passport to Protection: A guide to Birth Registration Programming*, New York, 2013

2 <http://www.unescap.org/our-work/statistics/civil-registration-and-vital-statistics>

3 <http://www.getinthepicture.org/steering-group-portal>

4 <http://www.baliprocess.net/files/Bali%20Process%20Civil%20Registration%20Assessment%20Toolkit%20Concept%20Note.pdf>

GLOBAL STRATEGIC PRIORITY REGISTRATION

Maintain or increase levels of individual registration in 83 refugee situations

INCREASED IN 19 AND MAINTAINED IN 53 SITUATIONS



TOTAL OF 83 SITUATIONS

RESULTS AND ACTIONS

Levels of individual registration increased in 19 refugee situations and were maintained in 53 refugee situations. UNHCR undertook initial registration activities at the immediate outset of new refugee emergency situations followed by more comprehensive registration once the situations stabilized. Information was recorded in UNHCR's registration systems; *proGres* and, for countries affected by the Syria situation, RAIS. In order to enhance the management of identities for protection and assistance purposes UNHCR also recorded biometrical data across a number of operations. In close collaboration with authorities and partners, UNHCR conducted verification exercises in a number of long-standing operations, verifying the identities of over 1 million refugees and asylum-seekers. By year-end, the biometric data of over 650,000 refugees had been enrolled in the new system. Using BIMS, UNHCR is able to confirm a refugee's identity in a matter of seconds, which enhances overall protection and ensures that services and assistance are delivered to the intended beneficiaries.

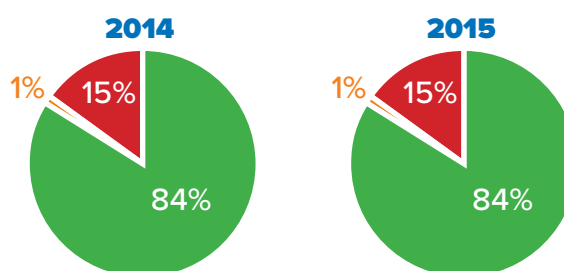
OPERATIONAL HIGHLIGHTS

- In **Malawi, Mozambique** and **Zimbabwe**, UNHCR deployed the first iteration of its newly developed web-based registration and case management software, '*proGres in Partnership*'. This innovative software enabled UNHCR and Government partners to work together more efficiently and will be gradually updated as further functionalities are added to the platform.
- UNHCR completed the development of a new global Biometric Identity Management System (BIMS). After a pilot test undertaken in **Thailand**, it was subsequently deployed to **Afghanistan, Cameroon, Chad, the Dominican Republic, Haiti, India, Malawi, Malaysia, Pakistan** and **the Republic of Congo**.
- In **Turkey**, UNHCR increased the staffing capacity of its registration partner, Association for Solidarity with Refugees and Asylum-Seekers (ASAM), resulting in the registration of 51,000 Iraqi refugees who had been awaiting registration for many months. With the increased capacity, UNHCR and its partner are now able to register all Iraqis on the day they approach the Office.
- In **Libya**, despite the security situation, UNHCR and partners developed an innovative data collection system which supported the targeted registration of vulnerable individuals and families.

CHALLENGES

In the context of many concurrent large-scale emergency situations, the lack of adequate funds, the capacity of the host governments, and the limited pool of experienced registration managers are key challenges to providing rapid quality registration. In eastern Sudan, funding constraints prevented a planned verification exercise in three camps hosting approximately 18,000 individuals. UNHCR's registration activities were also impeded by poor security situations. In Yemen, the on-going conflict caused the extended closure of registration centres, which prevented both UNHCR and the authorities from the timely registration of all people of concern.

REGISTRATION



LEGEND*

- **Satisfactory**
Over 90% of persons of concern registered on an individual basis
- **Needs improvement**
Between 80% - 90%
- **Unsatisfactory**
Less than 80%

* According to the weighted criteria provided in the Indicators Guidance

GLOBAL AND REGIONAL INITIATIVES

- UNHCR developed a new training programme on emergency registration that enhanced capacity to respond to emergency registration needs. The trained staff have been included in a new stand-by roster for rapid deployment to emergency operations.
- UNHCR issued updated guidance on how best to carry out essential registration activities in emergencies.
- UNHCR continued its development of *proGres in Partnership*, the web-based registration and case management software, with new modules for Child Protection, Stateless and Fraud Management as well as integration with BIMS.

GLOBAL STRATEGIC PRIORITY

SEXUAL AND GENDER-BASED VIOLENCE

Provide and seek improved provision of support to known SGBV survivors in 85 refugee situations, in 14 situations where UNHCR is operationally involved with IDPs and in 5 returnee situations.

IMPROVEMENTS IN 49 SITUATIONS

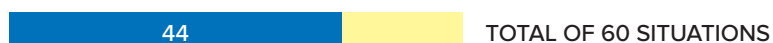


RESULTS AND ACTIONS

UNHCR improved the provision of support to known SGBV survivors in 37 refugee situations, eight IDP situations and four returnee situations. UNHCR supported survivors for better access to legal, medical and psychosocial services, and included over 6,000 survivors in income-generating and occupational activities. UNHCR improved in data management and collection and this informed the planning of activities, strengthened identification and enhanced service provision. UNHCR developed standard operating procedures (SOPs) and trained relevant staff on the use of referral pathways and established multi-sectoral working groups comprised of actors from governments, the UN and civil society. Several operations increased efforts to ensure services were inclusive and appropriate for individuals facing heightened protection risks. Despite the challenging protection environment and cultural sensitivities, UNHCR and partners increased engagement on the identification of these cases, with more referrals to specialized services and for durable solutions.

Seek improved community involvement in prevention and protection of SGBV survivors in 46 refugee situations, in 11 situations where UNHCR is operationally involved with IDPs and in 3 returnee situations

IMPROVEMENTS IN 44 SITUATIONS



RESULTS AND ACTIONS

Community involvement in SGBV prevention and survivor-centred protection improved in 31 refugee situations, ten IDP situations and three returnee situations. Successful SGBV prevention activities focused on strengthening community outreach in order to work more effectively with communities and developed guidance on the management of community-based structures working on SGBV. UNHCR and partners undertook effective advocacy and educational initiatives (e.g. via radio, theatre), in conjunction with commemorations of international days, for instance, the 16 Days of Activism against Sexual and Gender Based Violence. Several operations in East Africa improved community engagement by increasing their use of evidence-based interventions focused on preventing SGBV through long-term community mobilization to promote attitudinal and behavioural change.

OPERATIONAL HIGHLIGHTS

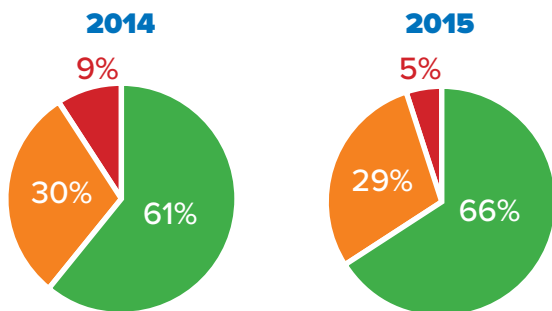
- In **Kenya**, UNHCR provided legal assistance to 500 SGBV survivors among refugees from Somalia, strengthened the confidentiality of reporting and enhanced the investigation of cases. UNHCR deployed ten translators to police gender desks located at various police stations in Dadaab and launched an online training platform on SGBV for some 400 police officers. These actions resulted in 62 percent of reported cases being prosecuted.
- In **Egypt**, UNHCR supported the opening of a women's shelter for Syrian refugee female survivors, where counselling and psychosocial support is available.
- In **Ethiopia**, UNHCR established twelve men and boys groups and linked them to other active community structures like traditional court systems, women's associations, youth committees and community policing groups. UNHCR trained members of these groups on SGBV prevention and response, national laws, refugees' rights and responsibilities and international protection.

CHALLENGES

The persistent challenges to improving the prevention of, and response to SGBV include weak and overburdened identification and referral systems, limited capacity of law enforcement to respond to the needs of survivors and challenges for refugees in accessing services, particularly in insecure environments. Community engagement is often not effective due to the limited engagement of men and boys in SGBV prevention, and the often limited access to refugee and IDP communities, especially in insecure and urban environments. Security concerns in a number of locations constrained UNHCR's ability to run information campaigns and support grassroots and community level work with IDPs.

GLOBAL STRATEGIC PRIORITY SEXUAL AND GENDER-BASED VIOLENCE (cont.)

SUPPORT TO SGBV SURVIVORS

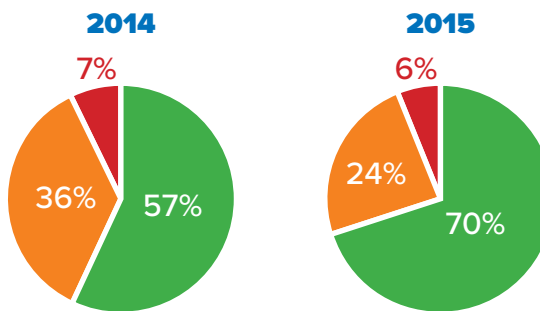


LEGEND*

- **Satisfactory**
Comprehensive support provided to known SGBV survivors
- **Need improvement**
Partial support provided to known SGBV survivors
- **Unsatisfactory**
Very limited support provided to known SGBV survivors

* According to the weighted criteria provided in the Indicators Guidance

COMMUNITY ENGAGEMENT IN SGBV PREVENTION



LEGEND*

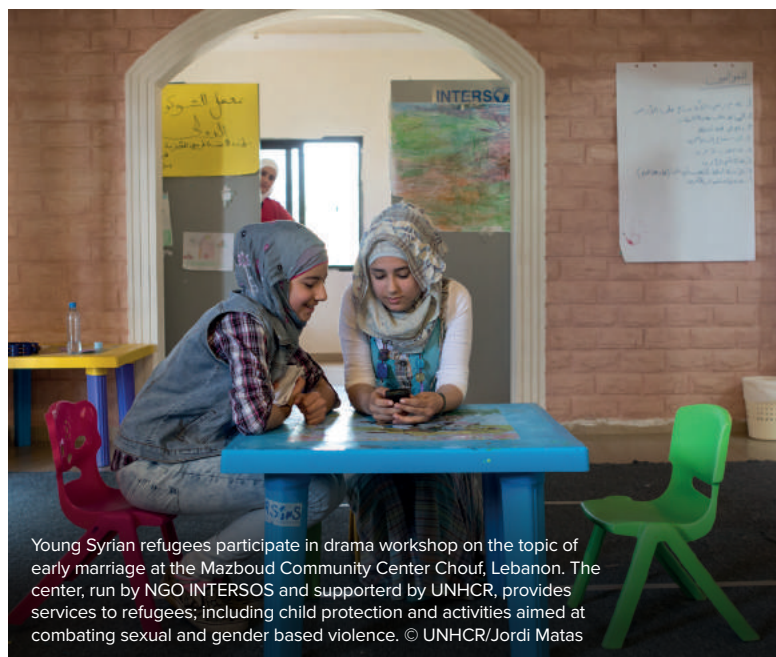
- **Satisfactory**
Strong engagement of the community in SGBV prevention and survivor-centred protection
- **Need improvement**
Partial engagement of the community in SGBV prevention and survivor-centred protection
- **Unsatisfactory**
Very limited or no engagement of the community in SGBV prevention and survivor-centred protection

* According to the weighted criteria provided in the Indicators Guidance

GLOBAL AND REGIONAL INITIATIVES

- Forty-three UNHCR country operations developed and are implementing an updated SGBV Strategy *Action against Sexual and Gender-Based Violence* in order to strengthen prevention and response.
- UNHCR improved SGBV prevention and response from the onset of emergencies by supporting the US Government's *Safe from the Start Initiative*. As part of this initiative, 11 countries¹ received support in the form of deployments of staff trained in setting up SGBV programmes. UNHCR assessed the individual impact of each deployment by using customized results-based performance evaluations that measured efficiency and coverage. In addition, UNHCR supported nine countries² in the implementation of multi-sectoral and community based projects for the prevention of SGBV. These projects received joint technical support and guidance from UNHCR staff. Project assessments and evaluation will be undertaken in 2016.
- As part of UNHCR's commitment to the *Call to Action on Protection from SGBV in Emergencies*, UNHCR established a twenty-member high-level advisory group to bring new perspectives to UNHCR's understanding of the challenges in protection work.

- UNHCR enhanced the promotion of system-wide accountability to SGBV prevention and response in emergencies as part of its membership of the *Real Time Accountability Partnership (RTAP)* together with IRC, UNFPA, UNICEF, OCHA and OFDA.



Young Syrian refugees participate in drama workshop on the topic of early marriage at the Mazboud Community Center Chouf, Lebanon. The center, run by NGO INTERSOS and supported by UNHCR, provides services to refugees; including child protection and activities aimed at combating sexual and gender based violence. © UNHCR/Jordi Matas

1 Afghanistan, Cameroon, Egypt, Ethiopia, Greece, Iraq, Kenya, Nigeria, the Republic of Congo, Tanzania, Uganda

2 Afghanistan, Burkina Faso, Cameroon, Chad, Egypt, Ghana, Malaysia, Tanzania, Uganda

GLOBAL STRATEGIC PRIORITY BEST INTERESTS

Maintain or increase the proportion of unaccompanied or separated refugee children for whom a Best Interests process has been completed or initiated in 57 refugee situations

INCREASED IN 36 SITUATIONS, MAINTAINED IN 13



RESULTS AND ACTIONS

The proportion of unaccompanied or separated refugee children (UASC) for whom a Best Interests (BI) process was completed or initiated increased in 36 refugee situations, and was maintained in 13 refugee situations. UNHCR focused on strengthening child protection teams responsible for Best Interests Assessments (BIA) and actively engaging with communities, especially in urban settings to better identify unaccompanied and separated refugee children. UNHCR advocated with government agencies to promote Best Interests consideration and continued with the capacity building of staff and partners through strengthening of the Best Interests Determinations (BID) panels. UNHCR's development and improvement of Standard Operating Procedures (SOPs) played a significant role in improving protection of children.

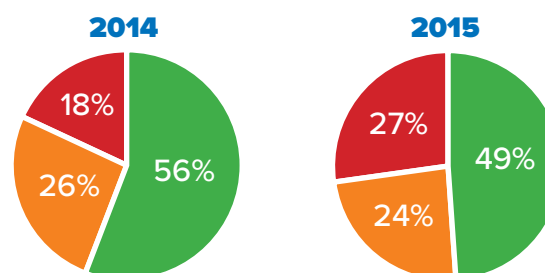
OPERATIONAL HIGHLIGHTS

- In **Turkey**, UNHCR established a reinforced child protection team to carry out protection outreach activities, leading to a significant increase of BIA and BID for Iraqi refugee children. UNHCR met frequently with specialized care institutions to conduct BIA/BID interviews and also met with relevant authorities for protection advocacy and follow up on individual cases.
- In **South Africa**, the Child Protection Working Group established by UNHCR was instrumental in the creation of the National Steering Committee on UASC under Government leadership. It is working on policy formulation and programme design to improve case management for UASC among the refugee and migrant population.
- In **Greece**, UNHCR deployed teams to provide legal information and assistance to the government in the identification of UASC, with focus on preventing family separation. Relevant SOPs served as a framework for all actors operating in the challenging environment.

CHALLENGES

A combination of factors presented challenges to carrying out timely BIA/BID for unaccompanied or separated refugee children. These include higher numbers of UASC, reduced access to UASC in detention, lack of capacity of partners to conduct best interest procedures and weak national systems that did not promote best interests considerations. In some situations, where a solid legal framework to address ongoing protection concerns existed, the absence of BID procedures and delays in setting up implementation arrangements hindered the expected progress. Onward movements of UASCs present another challenge in completing a Best Interests Assessments.

BEST INTERESTS



LEGEND*

- **Satisfactory**
Over 70% of UASC for whom a best interest process has been initiated or completed
- **Needs improvement**
Between 30% and 70%
- **Unsatisfactory**
Below 30%

* According to the weighted criteria provided in the Indicators Guidance

GLOBAL AND REGIONAL INITIATIVES

- In Jordan, UNHCR, together with the National Council for Family Affairs and the Family Protection Department organized a Regional Conference on "*Strengthening National Protection Systems in Refugee Contexts: Principle and Practice*". The conference focused on the Best Interest of the child and survivor-centred approach in the prevention of SGBV and in child protection responses. Over 100 participants from the region developed concrete recommendations on a number of challenging issues, including child marriage and BID procedures.
- UNHCR provided technical support to the coordination mechanisms established in the Northern Triangle of Central America, comprised of dedicated task forces in Guatemala, El Salvador and the Protection Cluster in Honduras. Support included assistance with the development of BID/BIA protocols and practical capacity building workshops.
- UNHCR Regional Support Center (RSC) in Nairobi created a "*Regional Data Warehouse*" tracking tool. The tool tracks BI events and helps to identify methods to better support countries to conduct BI procedures. The RSC has continued to provide training and orientation for BID and resettlement deployees from The International Catholic Migration Commission (ICMC) in the countries under the coverage of the RSC.

GLOBAL STRATEGIC PRIORITY

ACCESS TO NATIONAL CHILD SERVICES

Seek increase in the non-discriminatory access to national child protection and social services in 26 refugee situations, in 4 situations where UNHCR is operationally involved with IDPs and in 3 returnee situations

INCREASED IN 24 SITUATIONS

24

TOTAL OF 33 SITUATIONS

RESULTS AND ACTIONS

Increases in the non-discriminatory access to national child protection and social services were reported in 21 refugee situations, in two situations where UNHCR is operationally involved with IDPs and in one returnee situation. National child protection systems have proved to be the most effective and sustainable way – even in emergency settings – to prevent and address the multiple protection risks that children face. UNHCR engaged closely with governments through evidenced based advocacy and made strategic recommendations based upon comprehensive assessments on how to effectively address the protection risks of children of concern. UNHCR drafted policy and operational documents to strengthen the capacity of national child protection and social services. In locations where government capacity was limited, UNHCR worked closely with communities to facilitate awareness of, and access to, existing services for refugees and asylum-seekers in their communities. This was particularly effective when children themselves were involved in the process.

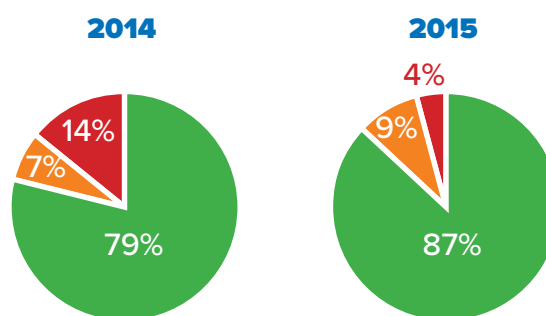
OPERATIONAL HIGHLIGHTS

- In **Nepal**, UNHCR conducted an assessment of unregistered children of concern and made strategic recommendations to the government on how to address protection concerns. UNHCR also conducted a mapping of locally available child protection services and worked to strengthen the District Child Welfare Board to support refugee children. This resulted in an almost two-fold increase in access to national child protection and social services.
- In **Brazil**, an increase in asylum applications from unaccompanied and separated children (UASC) prompted UNHCR to develop a Child Protection Strategy focussing on monitoring, capacity-building and advocacy. Based on the Strategy, UNHCR, together with authorities, developed draft Standard Operating Procedures for the identification, prioritization and reception of UASC for the National Refugee Committee and the National Council for Children and Youth.
- In **Kenya**, UNHCR adopted a community-based approach and created six new child protection committees at the neighbourhood level to identify children at risk and to support them in accessing child protection services. UNHCR trained and supported community-based groups to facilitate awareness of, and access to, existing services for refugees and asylum-seekers in their communities. This resulted in significantly increased access to national child protection systems for refugee children living in urban settings.

CHALLENGES

Gaps or impediments in legislation and an absence of government capacity or willingness to actively integrate refugees into national systems remain ongoing challenges. Escalating conflict and lack of humanitarian access also proved challenging in a number of operations. Particularly for IDP operations, conflicts took a toll on local capacities at grassroots and community levels, making it difficult to identify child protection issues (such as abuse, neglect, exploitation and violence) and intervene through local services.

ACCESS TO NATIONAL CHILD SERVICES



LEGEND*

- Satisfactory**
Broad access to national services available for displaced children
- Needs improvement**
Access to selected services available for displaced children
- Unsatisfactory**
Very limited or no access to services available for displaced children

* According to the weighted criteria provided in the Indicators Guidance

GLOBAL AND REGIONAL INITIATIVES

- UNHCR continued to support the development and implementation of child protection strategies in line with the *Framework for the Protection of Refugee Children*¹ and provided targeted support for the implementation of the Framework to 16 priority countries. UNHCR deployed 26 child protection staff to support field operations and is in the process of developing organisational guidance on child protection systems-strengthening in refugee settings.
- UNHCR developed a *Child Protection Leadership Learning Program*, with a self-study component and a workshop for mid-level staff, in collaboration with the Global Learning Center. The program includes learning modules on child protection systems, strengthening partnerships, and strategic planning to develop participant's abilities to better include access to national child protection and social services into their planning and activities.

1 <http://www.unhcr.org/50f6cf0b9.pdf>

Saeeda and her friend. Saeeda, originally from Al-Jawf, fled shelling with her family and are now seeking refuge at the IDP camps in Khmer Amran, Yemen. "We always climb up to the top of the mountain to watch the sun set over the camp, its beautiful". © UNHCR/Rawan Shaif



GLOBAL STRATEGIC PRIORITY GLOBAL ACUTE MALNUTRITION (GAM)

Maintain UNHCR standards or reduce level of Global Acute Malnutrition (GAM) in 32 situations where refugees live in camps or settlements

STANDARDS MET IN 61 CAMPS OR SETTLEMENTS

61

100 SURVEYED CAMPS OR SETTLEMENTS

RESULTS AND ACTIONS

Progress against this GSP can only be measured in those situations where nutritional surveys have been carried out. UNHCR and partners conducted nutrition surveys¹ in 100 sites in 16 countries covering approximately 400,000 children under five. Of the 100 sites surveyed, 25 were in an emergency, 17 in post-emergency and 58 in protracted situations. The UNHCR standard of $\leq 10\%$ GAM was met in 61 sites, while 21 sites were above the emergency threshold of $\geq 15\%$. While UNHCR noted significant improvements in several operations, 21 sites in Cameroon, Djibouti, Eritrea, Ethiopia, South Sudan and Sudan, including seven emergency situations, remained concerning. UNHCR developed a comprehensive monitoring system to allow for monthly analysis of the effects of the dramatic cuts to food assistance which affected many refugee populations in 2015, and that remain an ongoing problem. The *Global Strategy for Public Health*² provided guidance for an adaptive response in each specific situation.

OPERATIONAL HIGHLIGHTS

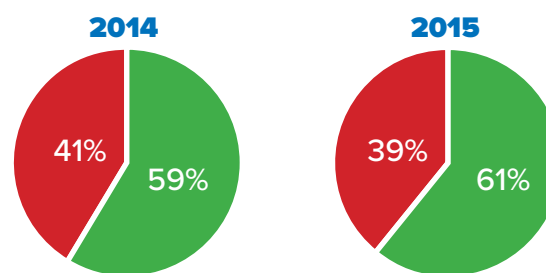
- In **Chad**, UNHCR's consistent focus on nutrition-sensitive programming across many sectors has shown positive effects in refugee camps in the east of the country, as stunting and anaemia, the indicators of GAM, decreased or remained fairly stable. UNHCR and partners scaled up multi-sectorial mitigation activities for refugees from Sudan, including enhancing monitoring of treatment programmes, improving the water and sanitation conditions, and investing in livelihoods activities.
- In **Rwanda**, recent nutrition surveys demonstrated the effectiveness of UNHCR's multi-sectorial action plan to improve nutrition. UNHCR implemented activities to strengthen linkages between health, nutrition and reproductive health services, bolstered Infant and Young Child Feeding (IYCF), improved WASH and environmental conditions, as well as reinforcing malaria reduction strategies.

CHALLENGES

Improvements in nutrition depend on many inter-related sectors including adequate dietary intake, access to food, adequate health services and care for mothers and children, quality employment, income and education. Refugees often have limited or no access to land, as well as limited economic rights. They are often excluded from national social security and do not have access to national health and nutrition services. Many refugee populations are largely dependent on food assistance provided by the World Food Programme (WFP). However, funding for refugee food assistance has declined, leading to food

ration cuts for 61 percent of refugees (3.42 million) across 20 countries, with additional cuts expected. Maintaining or improving nutritional outcomes in this context is increasingly challenging and programme design must be based on an understanding of the complexity and dynamics of the nutrition situation. UNHCR and its partners also faced challenges in assessing and supporting nutrition and basic services for 'out of camp' populations. In these situations UNHCR worked with authorities and partners to facilitate access to available national health and nutrition services.

GLOBAL ACUTE MALNUTRITION (GAM)



LEGEND*

- Satisfactory**
 $\leq 10\%$ acutely malnourished children (aged 6-59 months)
- Unsatisfactory**
 $> 10\%$ acutely malnourished children (aged 6-59 months)

* According to the weighted criteria provided in the Indicators Guidance

GLOBAL AND REGIONAL INITIATIVES

- To improve the effective prevention of under-nutrition and micronutrient deficiencies, UNHCR developed the IYCF Framework³ and tested it in Jordan, Bangladesh and Kenya. Results from these pilots and feedback from the global IYCF experts informed a revision to the framework which will be rolled out in 2016.
- UNHCR published the Standard Operating Procedures (SoPs) for the Handling of Breastmilk Substitutes in Refugee Situations⁴ for children 0-23 months. These SoPs provide guidance on how UNHCR and partners should manage artificial feeding in refugee contexts to protect both breastfed and non-breastfed children. Special consideration is given to emergency context, due to particular vulnerabilities in overcrowded and unstable situations.
- UNHCR used learning gained from experiences in targeting food assistance, including cash for food, to develop food assistance specific guidance on targeting. UNHCR will test these draft targeting guidelines early in 2016.

1 <http://sens.unhcr.org/>

2 <http://www.unhcr.org/530f12d26.pdf>

3,4 <http://www.unhcr.org/55c474859.pdf>

GLOBAL STRATEGIC PRIORITY UNDER-5-MORTALITY RATE

Maintain UNHCR standards or reduce mortality levels of children under 5 years old in 37 situations where refugees live in camps or settlements

STANDARDS MET IN 141 CAMPS OR SETTLEMENTS

141

144 MONITORED
SITES

RESULTS AND ACTIONS

Data collected through UNHCR's Health Information System *Twine*¹, shows that UNHCR met standards for under-5 mortality rates in 141 out of 144 monitored sites, including in the operations responding to the refugee crises in Burundi, Nigeria and Yemen. Timely and robust responses carried out by UNHCR during the emergencies prevented critical levels of excess mortality. Close monitoring of the health situation of refugees remained a central element of the emergency response. UNHCR and partners detected various diseases, including cholera, measles, acute jaundice syndrome and acute malnutrition, through rigorous disease surveillance and responded with adequate technical capacity during emergencies. Continuous monitoring of health status and health delivery indicators reinforced the implementation of the strategic priorities of UNHCR's *Global Strategy for Public Health*.

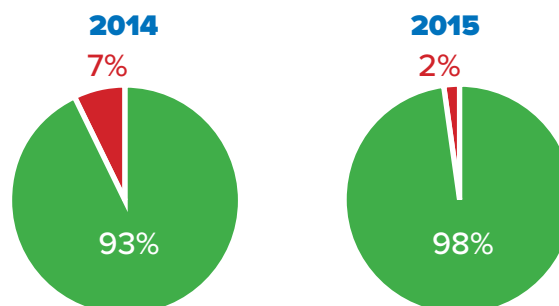
OPERATIONAL HIGHLIGHTS

- In **the United Republic of Tanzania**, UNHCR and partners ensured that the under-5 mortality rate was kept below emergency thresholds despite the sudden new arrival of more than 30,000 Burundian refugees. A cholera outbreak, on top of common diseases like diarrhoea, malaria and respiratory tract infections, complicated the situation. The approach undertaken by UNHCR and partners included a quick relocation of refugees to the new camp, setting up of emergency health services and rapidly building water and sanitation infrastructure and logistical support.
- In **Cameroon**, the situation of over 25,000 refugees from Nigeria, half of them children, was worsened by outbreaks of measles and polio. UNHCR and partners increased operational capacity of the local health centre by increasing the number of health facilities and health staff, strengthening referral systems and coordination, and developing a disease outbreak response plan. Working with the local and refugee communities, UNHCR strengthened community health services and conducted immunization campaigns against measles and polio.
- In **Rwanda**, UNHCR and partners led an effective emergency health response for some 46,000 Burundian refugees in Mahama refugee camp. The emergency health response spanned from systematic on-arrival medical and malnutrition screening, arrival vaccination, provision of primary health care to coordinated referral health care for life-saving medical conditions. UNHCR and partners established two emergency health facilities in the camp and provided essential medicines through emergency airlifts. UNHCR also launched a community-based preventive service made up of a team of 150 Community Health Workers selected from among refugees.

CHALLENGES

The demands on health services have significantly increased with the growing number of refugees. New and ongoing crises have stretched the capacities of UNHCR and its partners. Large-scale displacement, as witnessed in the Horn of Africa, Central Africa and the Middle East, creates an immediate pressure and long-term burden on countries' health systems. The variety of interventions in different settings, calls for quick adaptation and allocation of resources in a relevant and timely manner. Contributing to local infrastructure and bringing refugees within national service delivery systems can greatly improve long-term health benefits for the community and refugees alike. However, several factors affect the level of access to national health care amongst refugees, including the governments' ability to extend levels of coverage for health and social services, as well as funds available.

UNDER-5-MORTALITY RATE



LEGEND*

- Satisfactory
<1.5 of deaths among children under-5/1000/month
- Unsatisfactory
>1.5 of deaths among children under-5/1000/month

* According to the weighted criteria provided in the Indicators Guidance

GLOBAL AND REGIONAL INITIATIVES

- UNHCR developed new guidance and standards for scaling up technical preparedness and response capacities, including the rapid deployment of technical staff and training of emergency staff on life-saving priority interventions in public health, nutrition, water, sanitation and hygiene. Being operational swiftly with sufficient technical expertise and capacity early in an emergency guarantees the timely delivery of life-saving interventions and a significant reduction in risk for displaced populations.



Abdul (12) with his baby sister Shoailah (1) in the damp, substandard kitchen in the family's rented apartment. The family arrived in Jordan in December 2013 after being forced to flee Aleppo and then their home city of Raqqa. Since then they have been struggling to survive in low-quality housing and without any income. UNHCR has just finished a home assessment and expects them to be eligible for direct cash assistance. © UNHCR/Sebastian Rich

GLOBAL STRATEGIC PRIORITY SHELTER

Maintain or increase the percentage of households living in adequate dwellings in 51 refugee situations, in 15 situations where UNHCR is operationally involved with IDPs and in 7 returnee situations

INCREASED IN 52 AND MAINTAINED IN 11 SITUATIONS



RESULTS AND ACTIONS

UNHCR increased the percentage of households living in adequate dwellings in 37 refugee situations, 12 IDP situations and three returnee situations. UNHCR maintained the percentage in nine refugee situations and two IDP situations. In line with the *Global Strategy for Settlement and Shelter*¹, many operations with large shelter programmes developed and implemented comprehensive shelter strategies that promote a transition toward more durable shelter solutions throughout 2015. A new self-standing tent developed jointly with International Federation of Red Cross and Red Crescent Societies (IFRC) and The International Committee of the Red Cross (ICRC) underwent field testing in Burkina Faso and Pakistan to ensure its safety, resistance and cultural suitability, and will be available for distribution in 2016.

OPERATIONAL HIGHLIGHTS

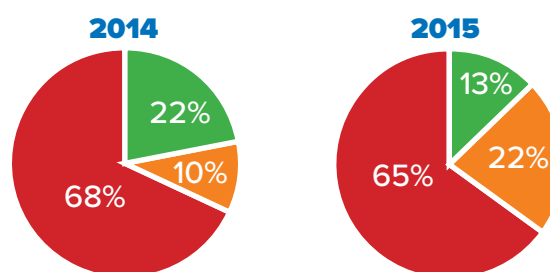
- In **Afghanistan**, UNHCR successfully facilitated the integration of IDP families and prevented them from resorting to secondary displacement through the targeted provision of cash assistance for shelter. All materials used in the building of the shelters were locally procured and UNHCR oversaw the provision of assistance in instalments at various stages of construction. UNHCR and partners ensured technical and quality control through regular monitoring.
- In the **Syrian Arab Republic**, despite the extremely difficult and volatile security context, UNHCR provided assistance to some 61,000 vulnerable people through a broad range of interventions; including individual shelter kits, construction materials/tools, tents, transitional housing units and the refurbishment of collective centres and spontaneous sites.
- In **Ethiopia**, UNHCR and partners successfully maintained the level of households living in adequate dwellings throughout the year despite the arrival of over 28,000 refugees. Through a considerable effort, two new sites were developed and over 6,000 transitional shelters (tukuls), 11,500 emergency shelters and around 2,500 family tents were constructed/erected to respond to the influx.
- In **Niger**, UNHCR implemented a pilot initiative to improve the quality of data of shelter needs in an emergency, which will be easily replicated in other situations since it was developed in the Open Data Kit software and can be accessed via smartphones.

CHALLENGES

The sharp increase in the number and scale of emergencies worldwide placed greater demands on the

already limited resources. Operations faced difficulties of prioritizing with limited financial resources, which often resulted in emergency shelter being resorted to over more durable and sustainable solutions. The level of shelter technical capacity in operations remains challenging.

SHELTER



LEGEND*

- **Satisfactory**
Over 95% of households living in adequate dwellings
- **Needs improvement**
Between 80% - 95%
- **Unsatisfactory**
Less than 80%

* According to the weighted criteria provided in the Indicators Guidance

GLOBAL AND REGIONAL INITIATIVES

- In line with the *Global Strategy for Settlement and Shelter*, UNHCR provided support to six operations in developing technically sound and comprehensive shelter strategies, thus reaching 17 operations with a comprehensive strategy in place.
- UNHCR trained 55 shelter and settlement specialists with a set of standard tools used to promote a standardised approach to planning and design of settlements and shelters.
- UNHCR developed a *Shelter Design Catalogue*² which provides information to shelter practitioners on a number of different shelter designs developed across a variety of locations, contexts and climate.
- UNHCR deployed 68 shelter and settlement experts to provide prompt technical shelter support, at the onset of emergencies.
- In line with the *Policy on Alternatives to Camps*³, UNHCR implemented the “Master Plan” approach in six operations, better anchoring refugees within the existing social and economic life and the broader context of national and local development.

1 <http://www.unhcr.org/530f13aa9.pdf>

2 http://reliefweb.int/sites/reliefweb.int/files/resources/unhcr_shelter_design_catalogue_january_2016.pdf

3 <http://www.unhcr.org/5422b8f09.pdf>

UNHCR has built emergency family shelters in Kibondo, Tanzania, using wooden poles sustainably sourced from the local forests. Each family shelter has a veranda overhang to provide some outdoor shelter and storage space for firewood. Over the coming months the shelters will be upgraded using more transitional materials to provide a safer, warmer living environment. © UNHCR/Sebastian Rich



GLOBAL STRATEGIC PRIORITY WATER

Maintain or increase the level of water supply in 50 refugee situations

INCREASED IN 28 SITUATIONS AND MAINTAINED IN 7 SITUATIONS



RESULTS AND ACTIONS

UNHCR operations reported increased levels of water supply in 28 refugee situations and sustained levels in seven situations. Globally, refugees had access to an average of 20 litres of water per person per day in ongoing situations, while almost all new sites met the emergency standard of 15 litres per person per day. Data collected through the UNHCR's Health Information System *Twine*¹ indicated that 92 percent of sites reported that supply of water was above 15 litres per person, the UNHCR Standard for emergency situations, with 41 percent of sites reported water availability above the UNHCR Standard for post emergency situations of 20 litres per person per day. This represents an improvement from previous years despite the numerous refugee emergencies in 2015. UNHCR invested considerable efforts in both maintaining existing and developing additional water sources and distribution networks. UNHCR also explored new water supply solutions involving solar energy to reduce operational costs and environmental impacts.

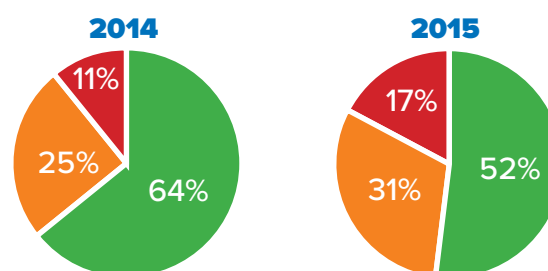
OPERATIONAL HIGHLIGHTS

- In **Rwanda**, UNHCR and partners set up a temporary water treatment plant in Mahama camp which provided potable water from a nearby river for more than 46,000 newly arrived refugees from Burundi.
- In **Djibouti**, UNHCR supported emergency water provision through water trucking to a site established in the arid region of Makazi for newly arrived refugees from Yemen. Work also focused on supplementing the existing local water supply system and establishing a more permanent water supply by drilling a new borehole.
- In **Serbia, the Former Yugoslav Republic of Macedonia and Greece**, UNHCR and partners provided emergency bottled water and supported municipal authorities to extend piped water supply lines to provide safe water at refugee sites for drinking, washing and personal hygiene.

CHALLENGES

Increases in the number of refugees in urban settings put a significant burden on existing municipal water services. To meet these demands UNHCR prioritized the rehabilitation of existing infrastructure and the rapid construction of new water infrastructure in areas with high numbers of refugee families. UNHCR worked to ensure that the additional water supplies were planned with the refugee and host communities so that all sections of the population were able to benefit equally. However, the need to establish emergency water supply systems within short time frames proved challenging. The availability of water for livestock, agricultural and livelihood activities remained a concern in rural settings.

WATER



LEGEND*

- **Satisfactory**
Over 20 l of potable water available per person per day
- **Needs improvement**
Between 15 l – 20 l
- **Unsatisfactory**
Less than 15 l

* According to the weighted criteria provided in the Indicators Guidance

GLOBAL AND REGIONAL INITIATIVES

- UNHCR released an Emergency Water, Sanitation & Hygiene (WASH) toolkit as a key resource for all its WASH partners working in refugee situations. The toolkit is available on UNHCR's WASH website² together with other essential WASH resources like UNHCR's WASH Manual and Guidelines and the UNHCR borehole geo-database.
- UNHCR reviewed and updated the WASH Monitoring System. It supports the effective collection, analysis, storage, and management of data related to WASH, including an updated *Monthly WASH Report Card and a standardized annual survey format for Knowledge Attitudes and Practice (KAP) Surveys*.
- UNHCR, in partnership with the Gates Foundation, is undertaking research to explore innovative sanitation solutions for converting waste from refugee camps into valuable by-products, such as cooking fuel and compost.
- UNHCR advanced the development of a 'cost of water' decision making tool, which analyses UNHCR cost and service level data and defines cost benchmarks to be used for improved planning, budgeting and effective management of water supply systems in refugee operations.

1 <http://twine.unhcr.org>

2 <http://wash.unhcr.org>

GLOBAL STRATEGIC PRIORITY

FEMALE PARTICIPATION IN LEADERSHIP

Seek improved participation of women in leadership/management structures in 52 refugee situations and in 4 situations where UNHCR is operationally involved with IDPs

INCREASED IN 34 AND MAINTAINED IN 7 SITUATIONS



RESULTS AND ACTIONS

UNHCR operations improved the participation of women in leadership structures in 31 refugee situations and three IDP situations, and maintained the existing level of participation in five refugee situations and two IDP situations. In line with the Age, Gender and Diversity (AGD) Policy¹ and Five Commitments to Refugee Women, UNHCR improved the ability of women to take on community-based leadership roles through training. Holding democratic elections when selecting community representatives and actively involving men and boys in gender equality also proved useful. Refugee and community outreach volunteer networks were instrumental in ensuring women's inclusion in participatory assessments and community mobilization.

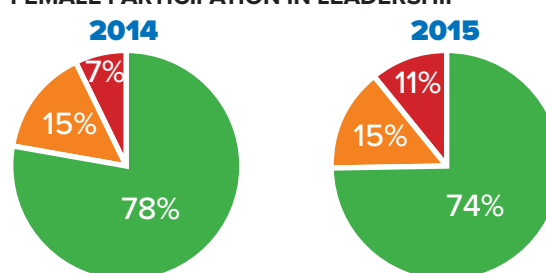
OPERATIONAL HIGHLIGHTS

- In **Malaysia**, trainings on leadership, communication, gender equality and self-development for refugee women and the active promotion of women's participation in committees and meetings resulted in 139 female refugees in management and decision-making roles.
- In **Bangladesh**, UNHCR involved refugee men and boys in gender equality and prevention of SGBV. This has inspired the formation of a men's anger management group to better prevent and respond to domestic violence in camps. The existing Women Support Groups took the initiative of providing adult literacy classes, awareness raising on women's participation and supporting domestic violence cases.
- In **the Central African Republic**, the equal and active participation of women in leadership and management structures facilitated the prompt identification of female victims of violence and sexual exploitation, and was crucial in identifying at risk women and ensuring their specific protection needs were met whilst also supporting their self-reliance.

CHALLENGES

The quality of women's participation in leadership and management structures often suffers due to strongly held beliefs regarding the roles and responsibilities of men and women. Without encouragement, motivation and acknowledgment of the participation of women and girls in communities, gender parity in leadership and management structures remains challenging. Even where women have equal representation in leadership and management structures, they may not be able to fully contribute in decision-making. Many women are also unable to participate fully due to domestic and livelihood activities, including childcare, leaving insufficient time to engage in community leadership activities.

FEMALE PARTICIPATION IN LEADERSHIP



LEGEND*

- **Satisfactory**
Over 35% of active female participants in leadership/management structures
- **Needs improvement**
Between 20% - 35%
- **Unsatisfactory**
Less than 20%

* According to the weighted criteria provided in the Indicators Guidance

GLOBAL AND REGIONAL INITIATIVES

- UNHCR's annual Age, Gender and Diversity (AGD) accountability report for 2014, published mid-2015, analyzed good practices for increasing women's equal and meaningful participation and provided examples of context specific strategies used to overcome barriers to women's participation.
- The findings of an internal review of gender equality in 73 operations will be used to revise and update UNHCR's Five Commitments to Refugee Women (2001), which, along with the AGD policy, will form UNHCR's overarching framework on gender equality.
- UNHCR, together with United Nations Population Fund (UNFPA) and Women's Refugee Commission (WRC), completed an assessment mission to Greece and the Former Yugoslav Republic of Macedonia which examined protection risks for women and girls in the European refugee and migrant crisis.
- UNHCR actively engaged in the inter-agency work on gender equality, including the implementation of the UN System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN -SWAP). UNHCR contributed as an active Steering Committee member of the Gender Standby Capacity Project (GenCap) and as a core member of the Inter Agency Standing Committee's Gender Reference Group.

1 <http://www.unhcr.org/protection/women/543b922a6/age-gender-diversity-policy.html>

Zara, 26, together with her son Ousseini, 8, and her daughter Aicha, 4, transports belongings to the site where her husband Bala has started to build up their new shelter in Sayam Forage refugee camp, south Niger. After fleeing attacks by Boko Haram in north-eastern Nigeria, the Nigerian family stayed two months in a makeshift shelter in a settlement along a major road in Niger. In the camp, they will have access to proper shelter, to a clinic and food. The children will be able to enrol in school. © UNHCR/Hélène Caux



GLOBAL STRATEGIC PRIORITY COEXISTENCE

Seek improvement in relations between people of concern and local communities in 40 refugee situations

IMPROVEMENTS IN 28 SITUATIONS

28

TOTAL OF 40 SITUATIONS

RESULTS AND ACTIONS

Operations reported improvement in peaceful coexistence between persons of concern and host communities in 28 situations. UNHCR initiated area-development projects to improve infrastructure, provide short-term employment and skills training, aiming to enhance peaceful coexistence between refugees and host communities. In line with UNHCR's *Policy on Alternatives to Camps*¹, UNHCR established joint community committees, which, by providing safe spaces for dialogue between persons of concern and local residents, proved an important tool for promoting peaceful co-existence. The collaborative community committees and projects encouraged productive engagement between both persons of concern and host community members.

OPERATIONAL HIGHLIGHTS

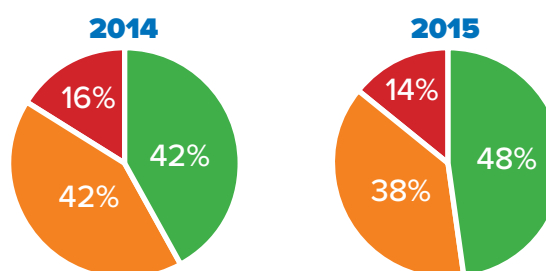
- In **Kenya**, UNHCR piloted a project on youth inclusion aimed at reinforcing peaceful coexistence between refugees, asylum-seekers, and host community members. It created a range of opportunities for positive interaction through training events and sports among youth, reducing potential for tension in both communities. About 1,700 individuals participated in the project across five camps.
- In **Tunisia**, UNHCR conducted trainings with local journalists on reporting on issues related to refugees and asylum-seekers. It created an opportunity to portray and balance the perspectives of the two communities living together, strengthening mutual respect and promoting coexistence. The organization also hosted an event to commemorate World Refugee Day in Tunis, which was widely covered by journalists.
- In **Egypt**, UNHCR supported community projects on infrastructure upgrades, the preservation of art and culture, enhancing educational opportunities, and improving access to health. The projects enhanced the quality of life and access to livelihoods for the refugees and host community alike.

CHALLENGES

Insecurity in certain areas impeded the efforts of staff and partners to establish community support systems and impacted the potential for capacity-building with communities. Limited natural resources and environmental degradation resulting from population pressure and aggravated by a lack of community-based environmental rehabilitation efforts was identified as a common barrier to peaceful coexistence. Outreach and coexistence

efforts were challenging for UNHCR in situations where persons of concern lived in dispersed rural areas with limited infrastructure with few or no services available.

COEXISTENCE



LEGEND*

- **Satisfactory**
Very supportive environment
- **Needs improvement**
Some interaction between people of concern and local communities
- **Unsatisfactory**
Very limited interaction and occasional tension

* According to the weighted criteria provided in the Indicators Guidance

GLOBAL AND REGIONAL INITIATIVES

- UNHCR continued to provide technical support for the implementation of UNHCR's *Principles and Operational Guidance on Coexistence Projects*².
- UNHCR launched the "Community-Based Protection in Action" series to support the operationalization of community-based protection by highlighting successful approaches and methodologies based on good practices from UNHCR operations. The first two issues, published this year, cover community centers³ and community-based outreach outside of camps⁴.
- UNHCR developed an online community of practice⁵ for community-based protection actors. Various tools, guidelines, videos and training material facilitate peer learning and the exchange of experience among community-based practitioners around the world.

1 <http://www.unhcr.org/5422b8f09.pdf>

2 <http://www.solutiontoolkit.org/files/documents/59/3-1bunhcr-2013-principles-and-operational-guidance-on-coexistence-projects.pdf>

3 <http://www.refworld.org/docid/573d5bc64.html>

4 <http://www.refworld.org/docid/573d5c754.html>

5 <http://www.unhcrexchange.org/communities/9159>

GLOBAL STRATEGIC PRIORITY

SELF-RELIANCE

Maintain or increase the percentage of people of concern who are supported to improve their business/self-employment opportunities in 33 operations

IMPROVEMENTS IN 13 OPERATIONS; MAINTAINED IN 2 OPERATIONS

13

2

TOTAL OF 33 OPERATIONS

RESULTS AND ACTIONS

The percentage of persons of concern who are self-employed or with their own business increased in 13 operations and was maintained in two operations. By becoming self-reliant, refugees and displaced persons lead active and productive lives and are able to build strong social, economic and cultural ties with their host communities. Thus, UNHCR has increased its advocacy efforts with governments and international actors on the right and access to work, and on the inclusion of refugees into development programmes, in line with the *Policy on Alternatives to Camps*¹. UNHCR engaged refugees in safe value chains² with high potential for employment and growth, including in the agriculture, artisan and technology sectors, and targeted the vulnerable with a combination of social assistance and economic empowerment through the Graduation Approach³. In order to operationalize the *UNHCR Global Strategy for Livelihoods (2014-2018)*⁴, UNHCR released the *Minimum Criteria for Livelihoods Programming*⁵. The Minimum Criteria are essential steps to achieve impact in livelihood programmes. Global assessment of compliance with the criteria showed that 22 Operations have developed comprehensive, context-specific livelihoods strategies. UNHCR held training on the Minimum Criteria with key partners to ensure awareness and understanding among partners of the importance of considering these criteria.

OPERATIONAL HIGHLIGHTS

- In **Sudan**, UNHCR conducted a joint poverty assessment with the government in 9 refugee camps which provided key findings to facilitate the inclusion of refugees in broader national development programmes focusing on self-reliance.
- In **Burkina Faso** UNHCR started an artisan project which targeted 200 Malian refugee artisan households in Goudebou and Mentao camps and the urban centre of Ouagadougou. The project aimed to assist the refugees through skill upgrading, product innovation, access to production inputs and entrepreneurial development. The project established linkages to local and international markets for their products.
- In **Costa Rica**, the Graduation Approach has been recognized at national level through its inclusion in the 2015-2018 National Development Plan. An agreement signed by the Ministry of the Presidency, the Migration Authority and UNHCR grants refugees access to national programmes on poverty reduction, supporting employment and development.

- UNHCR's livelihoods programme in **Egypt** supports refugees in urban areas to sustainably improve their livelihoods. Mid-term evaluation of the programme, conducted during the year, showed that around 750 participants have been successfully employed and almost 800 persons have successfully started their own business.

CHALLENGES

Operations face similar challenges in supporting refugees to engage in sustainable self-employment. Achievement of self-reliance is especially complex in the context of political instability and insecurity in areas of origin and/or of asylum, and in cases of large refugee influxes and population movements. Livelihood opportunities are limited, particularly if refugees can not obtain work permits. Even in countries where the legal right to work exists, refugees face obstacles finding employment and accessing services due to xenophobia, discrimination and misconceptions about their rights and/or viability as economic participants. Refugees also face particular challenges in accessing land and business start-up capital – particularly where there are political, legal or environmental issues, lack of freedom of movement outside of camps and insufficient funding. Livelihoods outcomes are long-term, and they require a sustained multi-year approach. Shifting livelihoods programming towards a market-driven, results-based approach on a global scale requires institutional changes, including additional expertise, development-oriented partnerships, and investment of time and resources.

GLOBAL AND REGIONAL INITIATIVES

- UNHCR's Livelihoods Advisory Board brought together senior experts from Consultative Group to Assist the Poor (CGAP), the International Labour Organization (ILO), the International Trade Centre (ITC), the SEEP Network, and the University of Illinois to provide concrete input into the global direction of UNHCR livelihoods programming. The ILO has supported UNHCR in conducting market analyses in four countries and Trickle Up has supported the piloting of the Graduation Approach in five countries. UNHCR signed an MoU with ITC to increase opportunities of employment for displaced persons.
- The Social Performance Task Force (SPTF)⁶ supported UNHCR to develop guidelines and case studies elaborating on best practices for working with refugees and suggestions for addressing common obstacles. These will be used for training and awareness-raising for financial service providers on the viability of a business model that includes products and services for refugees.

1 <http://www.unhcr.org/5422b8f09.pdf>

2 UNHCR helps link those who have been forced to flee with safe value chains that offer employment or livelihood opportunities. In doing so, UNHCR encourages the re-starting and building of enterprises, job opportunities and strategies that benefit refugees and the displaced. A "value chain" describes the full range of activities that are required to bring a product or service from conception, through the intermediary phases of production, and on to delivery to final consumers, including disposal after use. <http://www.unhcr.org/safe-value-chains.html>

3 The Graduation Approach seeks to "graduate" people in rural or urban areas out of poverty through a sequenced combination of livelihoods provisioning, capacity building and microfinance. <http://www.unhcr.org/55005bc39.pdf>

4 <http://www.unhcr.org/530f107b6.pdf>

5 <http://www.unhcr.org/54fd6cbe9.pdf>

6 <http://sptf.info/>

GLOBAL STRATEGIC PRIORITY EDUCATION

Seek improved enrolment rate of primary school-aged children in 111 refugee situations

INCREASED IN 56 AND MAINTAINED IN 9 SITUATIONS



RESULTS AND ACTIONS

The enrolment rate of primary school-aged children increased in 56 refugee situations and was maintained in nine situations. UNHCR improved children's access and retention in primary school by strengthening partnerships with key education actors, expanding safe learning spaces and developing the capacity of teachers. UNHCR engaged in advocacy and provided support for inclusion of refugee children into national education systems. In 2015, refugees in 15 out of the 25 *Education Strategy* priority countries had access to the national education system. In some operations, parents were provided with cash grants or vouchers to support the education of their children.

OPERATIONAL HIGHLIGHTS

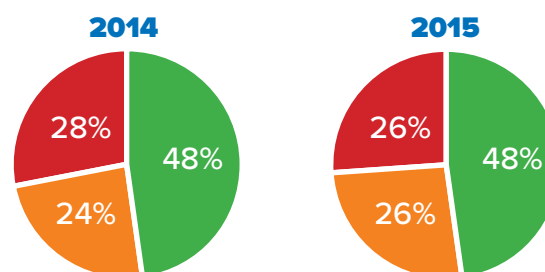
- In **Somalia**, UNHCR and the education authorities in Somaliland worked to ensure that all refugee children had full and equal access to the public school system. UNHCR provided school material and assisted with transport arrangements. Recreational activities promoting integration and peaceful coexistence between refugees and the host community were organized.
- In **Cameroon**, UNHCR and the national education authorities promoted the enrolment of newly arrived refugee children from Nigeria. Three additional primary schools using the national bilingual curriculum were opened with national teachers working side by side with teachers from the refugee community. As a result, the enrolment rate in 2015 rose from 61 percent to 90 percent.
- In **Lebanon**, UNHCR worked closely with the Ministry of Education on a three-year strategic plan focused on ensuring that the education needs of nationals and refugee children are adequately addressed. The introduction of a double shift system in public schools has allowed for the enrolment of over 150,000 refugee children. Around 5,000 refugee children who had been out of school for two years or more, were offered access to an accelerated education programme piloted by UNHCR and the Ministry of Education. The results were very encouraging as 81 percent of the children were able to successfully complete the programme and subsequently enrol in public schools at the grade appropriate to their age.

CHALLENGES

In the context of new and ongoing crises, many operations were unable to keep up with new enrolments due to the significant increase in the numbers of refugees. The influx of new arrivals stretched UNHCR's education response in several countries receiving refugees from the Burundi, Nigeria, South Sudan, the Syrian Arab Republic and Yemen. The reduction of food rations and deteriorating economic situation also affected the enrolment and retention of pupils in schools in many

countries, especially South Sudan and Rwanda. In other regions, administrative barriers continue to make it difficult for displaced populations to enrol their children in school. The difficulties in accessing secondary education is a disincentive for completion of primary school. In the interest of finding durable solutions, national authorities, education partners and UNHCR need to work jointly towards longer-term and more comprehensive education strategies.

EDUCATION



LEGEND*

- Satisfactory**
Over 80% of primary school-aged children enrolled in primary education
- Needs improvement**
Between 60% - 80%
- Unsatisfactory**
Less than 60%

* According to the weighted criteria provided in the Indicators Guidance

GLOBAL AND REGIONAL INITIATIVES

- The implementation of UNHCR's *Education Strategy* (2012-2016) together with the development of multi-year country strategies in 25 priority countries was instrumental in strengthening education programmes for displaced children.
- The specific inclusion of children affected by conflict in the Sustainable Development Goal 4 on education - with a specific commitment to education for IDP and refugee children - provides an important opportunity to ensure the inclusion of refugee children and youth in national education sector planning and programming¹.
- Building on a partnership that has facilitated primary school access for more than 260,000 refugee children since 2012, Educate A Child (EAC) and UNHCR launched a new three-year partnership that is expected to provide education opportunities for over 700,000 out-of-school refugee and IDP children affected by conflict and forced displacement in Africa, Asia and the Middle East.
- UNHCR launched an inter-agency working group on accelerated education with the aim of improving coordination on accelerated education programmes for children and youth who have not been able to pursue formal education due to displacement.

1 The statement can be found here: <http://www.unhcr.org/5649a4019.html>

GLOBAL STRATEGIC PRIORITY

VOLUNTARY RETURN

Support refugees to return voluntarily in 58 situations where conditions permit

SOME 200,000 REFUGEES RETURNED VOLUNTARILY

200,000

OUT OF 225,000 PLANNED REPATRIATIONS

RESULTS AND ACTIONS

Conditions for voluntary repatriation were not conducive to the safe return of refugees in many operations throughout the year. In 2015, some 200,000 refugees opted for voluntary repatriation. Compared to the number of refugees globally, including those in protracted displacement situations, this figure is low, reflecting the lack of progress in addressing root causes of displacement and in establishing conditions conducive to return. UNHCR is working with partners in mobilizing political will and sustained attention to address the root causes of displacement, including the legal, economic and social aspects, in order to make repatriation a more viable option for refugees. Where returns were possible, UNHCR coordinated repatriation operations and facilitated the return and reintegration process in close collaboration with the authorities in both countries and with the invaluable support of its partners. However, some planned voluntary repatriation operations were affected by volatile security situations, public health concerns such as the Ebola outbreak in West Africa, and other situations.

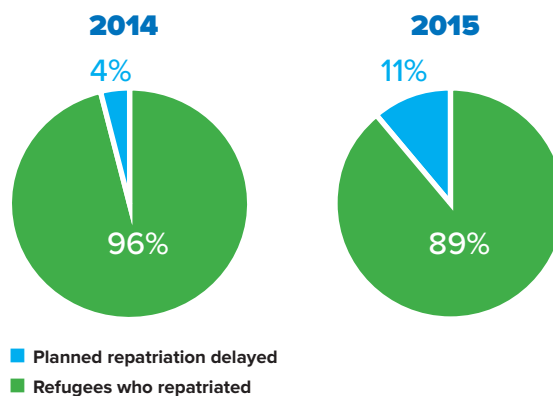
OPERATIONAL HIGHLIGHTS

- In **Angola**, UNHCR concluded the voluntary repatriation of former Angolan refugees, with approximately 4,600 persons returning in 2015, of which 3,886 returned from the Democratic Republic of the Congo.
- In **Rwanda**, UNHCR facilitated the voluntary return of 5,000 refugees from the Democratic Republic of the Congo, bringing the total number of returnees to Rwanda to over 160,000 persons since 2000.
- 60,000 Afghan refugees repatriated from Pakistan to **Afghanistan** in spite of concerns about the evolving security situation. UNHCR advocated for of the Afghan authorities to include returnees within its national development and reintegration framework.

CHALLENGES

New and ongoing conflicts limited the possibilities for the safe and dignified voluntary repatriation of refugees. UNHCR expanded its pilot project in Kenya to support the repatriation and reintegration of Somali refugees, but the programme twice had to be halted due to the resumption of armed activity in areas of return. In Cote d'Ivoire, the repatriation programme was delayed due to the outbreak of Ebola in the region. In the Democratic Republic of the Congo, where return areas often lack basic community infrastructure, UNHCR concentrated on implementing community-based reintegration activities, peaceful coexistence projects and community mobilization.

VOLUNTARY RETURN



GLOBAL AND REGIONAL INITIATIVES

- In March 2015, the Solutions Alliance Somalia Group¹ was launched as an international platform bringing together actors to operationalise joint visions, political will, and economic support to find durable solutions for Somalia's displaced, including in the form of voluntary repatriation. Guided by a core group including the Federal Government of Somalia, UNHCR, UNDP, the Government of Denmark, the Regional Durable Solutions Secretariat and the World Bank, the network aims to provide support to ensure that planning and viability assessments address the issue of displacement with respect to political, social, economic and developmental costs and benefits.
- A high level segment during UNHCR's Executive Committee annual meeting was dedicated to an in-depth discussion of the Afghan refugee situation. The meeting reinvigorated global attention and strengthened coordinated action to promote durable solutions for Afghan refugees through protection, assistance and development initiatives. An updated portfolio of projects was launched as part of the Solutions Strategy for Afghan Refugees to support voluntary repatriation, sustainable reintegration and assistance to host communities in countries of asylum.
- A Ministerial meeting² was convened to discuss the state of implementation of the Comprehensive Solutions Strategy for Rwandan Refugees³. Agreement was reached to finalize the implementation of the strategy, which includes a voluntary repatriation component, by the end of 2017.

1 <http://www.jips.org/en/news/latest-news/solutions-alliance-somalia-launch>

2 <http://www.unhcr.org/news/press/2015/10/560eb74c6/ministerial-meeting-comprehensive-solutions-strategy-rwandan-refugees-joint.html>

3 <http://www.refworld.org/docid/4f33a1642.html>

GLOBAL STRATEGIC PRIORITY

LOCAL INTEGRATION

Support local integration in 47 refugee situations where conditions permit

IMPROVEMENTS IN 21 SITUATIONS

21

TOTAL OF 47 SITUATIONS

RESULTS AND ACTIONS

Twenty-one refugee situations saw improvements during the year in different aspects of local integration. UNHCR worked closely with host governments and communities to enhance gradual inclusion of refugees in host communities from legal, economic, socio-cultural and civil-political perspectives. Efforts focused on facilitating access to the labour market or inclusion into the local economy, through advocating for access to work permits and facilitating job placements. Operations also successfully advocated for the inclusion of persons of concern into national services, including health services and education systems. UNHCR reviewed legal frameworks and barriers to the inclusion of refugees and undertook studies to examine practical measures and support required to enhance opportunities for achieving increasing levels of self-reliance. UNHCR and the authorities together with development partners were engaged in developing joint integration strategies.

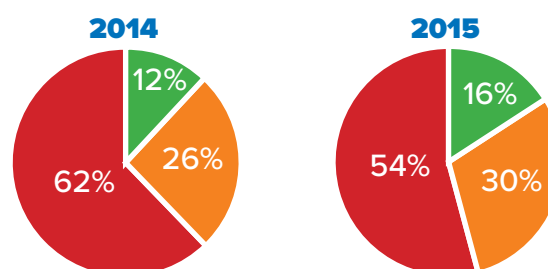
OPERATIONAL HIGHLIGHTS

- In **Gambia, Ghana, Kyrgyzstan** and **Tajikistan**, UNHCR and the authorities have developed Protection and Solutions strategies for long-standing refugee populations in order to identify the concrete steps needed to facilitate durable solutions.
- In **Mexico**, UNHCR coordinated responses between municipal and state employment institutions in order to secure asylum-seekers and refugees access to national job training opportunities
- In **Tanzania**, the Government granted citizenship to over 150,000 former Burundian refugees as a part of a multi-partner comprehensive solutions strategy developed with UNHCR. Applications from an additional 50,000 long-term refugees were under active consideration.
- In **Zambia**, national authorities extended the policy on local integration to all former Angolan refugees who had arrived in Zambia by 2003, as well as to 4,000 long-term refugees from Rwanda.

CHALLENGES

Local integration is a complex process with legal, socio-cultural, civil-political, and economic dimensions creating multiple context-specific challenges. In times of economic regression, refugees face challenges in accessing the labour market and interacting with the local economy. Typical challenges to the gradual achievement of local integration range from a lack of access to income, land and freedom of movement, to legislative or administrative obstacles. In terms of legal integration, obstacles often lie in the requirements and procedures required to change legal status. UNHCR operations sought to address these challenges by providing legal advice and guidance to refugees, undertaking research into legal pathways and advocating for the amendment of provisions in the legal frameworks or administrative procedures.

LOCAL INTEGRATION



LEGEND*

- **Satisfactory**
Over 80% of persons of concern opting for local integration who have locally integrated
- **Needs improvement**
Between 40% and 80%
- **Unsatisfactory**
Less than 40%

* According to the weighted criteria provided in the Indicators Guidance

GLOBAL AND REGIONAL INITIATIVES

- UNHCR continued its close engagement with the Solutions Alliance through national groups in Zambia and Somalia, and thematic groups on data and the rule of law. The Solutions Alliance brings together a wide range of actors across multiple sectors to advance a partnership-oriented approach for addressing protracted displacement situations and preventing new situations from becoming protracted.
- UNDP and UNHCR, along with the Global Cluster for Early Recovery (Technical Working Group on Durable Solutions) and the Global Protection Cluster issued preliminary operational guidance on the development of solutions strategies for IDPs and returned refugees in the aftermath of conflict.
- UNHCR's multidivisional Solutions Steering Group oversaw the second year of the Seeds for Solutions initiative, providing technical and financial support to selected operations to further their solutions strategies. Operations in Chad, Costa Rica, Ghana, Mauritania and Zambia were supported in developing local integration strategies.
- UNHCR launched a pilot initiative to develop multi-year comprehensive protection and solutions strategies in Costa Rica, Ecuador, Ghana, Senegal, Tanzania and Uganda. These strategies recognise the necessity of direct and early engagement with development planning.
- With the support of UNHCR, several governments in Latin America and the Caribbean developed national plans and programmes to implement the 2014 Brazil Plan of Action (BPA), which calls for the development of public policies and legal and economic frameworks that promote the local integration of refugees. This included the development of multi-year livelihoods strategies and advances on legal pathways, including scholarship schemes; skilled migration; humanitarian entry and family reunion.

GLOBAL STRATEGIC PRIORITY RESETTLEMENT

Seek to maintain or increase the percentage of persons who depart for resettlement among those submitted, thereby supporting solutions in 71 refugee situations

81,893 DEPARTURES



RESULTS AND ACTIONS

In 2015, the need for global resettlement exceeded 1 million places for the first time. UNHCR submitted over 134,000 refugees for resettlement, a 29 percent increase from the previous year and assisted 81,893 refugees to depart to a resettlement country, an 11 percent increase from the previous year. In the context of the ongoing conflicts and large-scale displacements in 2015, UNHCR worked closely with resettlement states to reduce the processing times required for submission, acceptance decisions and the completion of departure formalities. In the context of the Syria situation, UNHCR significantly expanded its resettlement activities to ensure that Resettlement States were able to admit large numbers of refugees within short timeframes. In Canada, for instance, 22,000 refugees were admitted through an expedited resettlement programme in just four months.

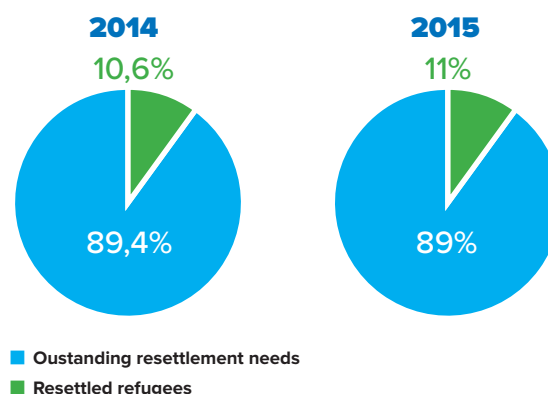
OPERATIONAL HIGHLIGHTS

- In **Nepal**, since the beginning of the resettlement programme in 2007, UNHCR submitted a total of 113,886 persons for resettlement and over 100,000 have departed. UNHCR was pleased to note that in 2015 the trend of high acceptance rates (some 95 percent for the submitted cases) continued helping to accomplish the last phase of an extraordinary effort to provide resettlement for almost all refugees.
- In **Chad**, UNHCR initiated an outreach project with the objective to boost the identification and referral system. In partnership with HIAS, an additional team of five resettlement experts was brought on board. They worked in three offices and identified 4,208 individuals for resettlement.
- UNHCR submitted 11,161 Iraqi refugees for resettlement, the largest group of which came from **Turkey** (6,611) and **Jordan** (1,913).

CHALLENGES

UNHCR and its resettlement partners continue to face significant challenges in making resettlement available, particularly for the most vulnerable refugees. Complex political environments continued to be a challenge, particularly in areas of unstable security, where a lack of legal frameworks for refugees and asylum-seekers offers little or no protection and resettlement is the only durable solution. Despite advocacy efforts with resettlement states to reduce the time between interview, acceptance and completion of departure formalities, this process is often arduous and still represents a challenge in some situations. Finally, the number of available resettlement places is far outweighed by the number of places needed. In some countries, insecurity made access to refugees challenging necessitating the continued use of video conferencing from Yemen, the Syrian Arab Republic, and some operations in Africa.

RESETTLEMENT



GLOBAL AND REGIONAL INITIATIVES

- 500 UNHCR staff and affiliate workforce participated in a series of trainings covering: resettlement registration form writing, the worldwide refugee admissions processing system, and resettlement assessment tools.
- The Resettlement Service participated in a corporate anti-fraud initiative through a creation of organization-wide risk register focusing on fraud.
- UNHCR submissions from the Africa region comprised over 38,800 individuals in 2015 – an increase of 147 percent between 2012 and 2015.
- In 2015, over 53,000 Syrians were submitted for resettlement consideration from MENA and Turkey compared with almost 21,000 in 2014. With respect to resettlement in MENA, the Syrian Core Group, composed of 23 resettlement states, UNHCR, IOM and the EU, played a critical role in mobilizing support for large scale resettlement, testing new approaches to processing and forging a link with refugee-hosting states neighbouring the Syrian Arab Republic.



Returnee is showing the keys in a new apartment in the social housing building in Bosanski Petrovac, Bosnia and Herzegovina. Six families of displaced persons began new lives in Bosanski Petrovac, after twenty years they finally get home. EU-UNHCR co-sponsored IPA 2012 project of supporting socio-economic integration of minority returnees and internally displaced in Bosnia and Herzegovina. © UNHCR/Midhat Poturovic



Ahmad and his family fled their home in the countryside in the Syrian Arab Republic and are now living as refugees in Amman, Jordan. In this image: Ahmad with his son Ibrahim, holding a drawing of a home. © UNHCR/Sebastian Rich

2015 Progress at a glance

Support and Management GSPs

Financial management

- UNHCR issued a new High Level Internal Control Framework which sets out the financial processes, functions and respective roles and accountabilities in the area of financial management.
- The financial statement for 2015 was fully compliant with IPSAS accounting standards.
- UNHCR completed its first organization-wide enterprise risk assessment and captured the results in a corporate risk register.

International protection

- UNHCR provided legal advice, guidance and operational support to operations and States, including on the scope of legal obligations and individual rights of people of concern.
- UNHCR undertook consultations with governments and civil society in the context of its #IBelong Campaign to end statelessness by 2024. A special report *I Am Here, I Belong – The Urgent Need to End Childhood Statelessness* presented the many challenges faced by stateless children and youth.
- UNHCR facilitated numerous protection and resettlement deployments and promoted the centrality of protection considerations in all aspects of humanitarian programmes.

Information and communications technologies

- The improved positioning of human and material Information Communication Technology (ICT) resources optimized support to emergency operations.
- UNHCR improved network infrastructure in field locations through new technology and enhanced bandwidth optimization.

Coordination

- The *Global Protection Cluster (GPC)*, the *Global Shelter Cluster (GSC)* and the *Global Camp Coordination and Camp Management (CCCM) Cluster* provided guidance and field-based support to clusters and field coordinators, including through the deployment of surge capacity staff and technical specialists.
- The roll out of the *Refugee Coordination Model (RCM)* to key operations was supported through issuance of policy guidance and organization of training programmes on coordination and leadership.

Results-based management

- UNHCR issued a new Programme Manual, providing staff across the world with updated guidance on the application of rules and procedures for effective management and coordination of programmes.
- Workshops and training, as well as new corporate tools, assisted in applying results-based management in UNHCR.

Emergency preparedness and response

- UNHCR delivered over 11,175 metric tons of emergency core relief items from global stockpiles to people in need.
- UNHCR organized emergency deployments of over 460 trained staff from emergency standby rosters.
- UNHCR started to implement its new *Policy on Emergency Response Activation, Leadership and Accountability* and released the new *Emergency Handbook*, available online.

Mobilization of support

- The level of donor support received by UNHCR reached over USD 3.361 billion, with income from private sector rising to USD 284 million (35% more than in the previous year).
- A high level of media coverage and enhanced dissemination of information using social media resulted in a significant increase in the number of followers of UNHCR on digital platforms such as Facebook and Twitter, reaching 1 million and 1.9 million respectively – a growth of 60% and 14%.

Human resources

- UNHCR developed a five-year *People Strategy*. It aims at improving the manner in which UNHCR recruits, cares for, supports and develops its staff to keep up with the evolving demands on the organization.
- UNHCR developed substantive competency-based learning initiatives and certification programmes in key functional areas, such as management, human resources and supply chain.

GLOBAL STRATEGIC PRIORITY

FINANCIAL ACCOUNTABILITY AND OVERSIGHT

ORGANISATIONAL COMMITMENT

UNHCR's programmes are carried out in an environment of sound financial accountability and adequate oversight

OVERVIEW

Accountability is defined by UNHCR as a commitment to deliver results for refugees and other persons of concern within a framework of transparency, agreed feasibility, delegated authority and available resources. UNHCR strives to implement a strong accountability framework with integrated proactive and reactive systems, transparency and a culture of accountability as the common basis.

RESULTS AND ACTIONS

KEY AREA

Financial management at UNHCR Headquarters and in the Field is strengthened, and adequate internal control infrastructure is in place

UNHCR strengthened the financial management capacity of the organization. In November 2015, the organization convened 55 senior finance managers from across the operations for a Global Finance Symposium at headquarters to help strengthen links between policy and practice. In addition to organizing regular training on financial management and conducting field support missions, UNHCR developed a new Finance Management Learning Programme to further enhance the financial skills of staff members. A new High Level Internal Control Framework provides a comprehensive up-to-date guidance on UNHCR's financial risk control, financial controls and strengthened accountability. The framework enables UNHCR to effectively and efficiently develop, implement and maintain systems of internal control that enhance the likelihood of achieving UNHCR's objectives and adapt to changes in the operating environment.

The Headquarters Contracts Committee reviewed 566 submissions and prepared 217 financial reports on received donor contributions. During the year, UNHCR submitted nine reports on financial statements and 21 budget reports to governing bodies, including ExCom, Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee of the United Nations General Assembly. It also closed 185 outstanding internal audit recommendations, while addressing the remaining 218 recommendations made in 38 internal audit reports received in 2015.

UNHCR issued monthly executive financial reports for all operations to facilitate better monitoring, oversight, analysis and decision-making process. Simultaneously, UNHCR continued to upgrade its enterprise resource planning system and launched the fraud prevention project with the development of the Corporate Fraud Risk Register, an eLearning module and a manual on measures to prevent and detect fraud in financial matters.

KEY AREA

Accounts are recorded in full compliance with IPSAS, and UNHCR endeavors to benefit from the standards to the maximum extent

IPSAS-compliant financial statement was published for 2015. With the successful implementation of the International Public Sector Accounting Standards (IPSAS), UNHCR adopted best practices in financial reporting for the international public sector, and laid the foundation for greater transparency, more judicious stewardship of its resources and increased availability of information to support results-based management.

KEY AREA

Risk registers are operational at country level; risk management has been fully incorporated into managements systems

Following a global roll-out of its first policy and implementation procedures on Enterprise Risk Management (ERM), UNHCR completed the first organization-wide risk assessment in 2015, with the results captured in the Corporate Risk Register. UNHCR launched an annual risk review for both field operations and headquarters entities in the fourth quarter of 2015. This risk review is mandatory and will be repeated annually. UNHCR also developed its first Strategic Risk Register, which is a management tool for monitoring key risks that potentially have a global impact on the organization.

GLOBAL STRATEGIC PRIORITY INTERNATIONAL PROTECTION

ORGANISATIONAL COMMITMENT

UNHCR's operations deliver quality protection to people of concern and effectively advocate for their rights

OVERVIEW

UNHCR contributes to progressive development of international law and protection policy. Headquarters provides timely, high quality and relevant oversight and operational support to realize protection outcomes and durable solutions for persons of concern globally.

RESULTS AND ACTIONS

KEY AREA

Global protection capacity and response are strengthened through direct operational support and enhanced monitoring

1. STRENGTHENING POLICY AND LAW FOR PROTECTION AND SOLUTIONS

UNHCR headquarters provided advice and guidance to country operations and States, including on the scope of legal obligations and individual rights. In particular, UNHCR and partners successfully advocated to include refugee education in Sustainable Development Goal (SDG) 4 (education and lifelong learning for all by 2030). The global policy commitment that SDG 4 represents lays a firm foundation for the inclusion of persons of concern to UNHCR in government planning. UNHCR also continued its technical support to governments in resolving and preventing situations of statelessness during the first year of UNHCR's #IBelong Campaign to End Statelessness by 2024.

2. PROVIDE OPERATIONAL PROTECTION AND SOLUTIONS SUPPORT AND LEADERSHIP

In addition to issuing comprehensive guidance notes, the headquarters provided hands-on support for the development of country and regional strategies and targeted support to deal with specific protection situations. Headquarters provided operational support, through short and medium-term protection and solutions deployments, in the areas of child protection, prevention and response to sexual and gender based violence, promotion of gender equality, strengthening of education opportunities for refugee children and youth, inclusion of marginalized groups and continuously strengthening accountability to the people that UNHCR serves.

Headquarters supported the development of systems to institutionalize the integration of protection and solutions in programme planning, design, implementation, monitoring and evaluation. UNHCR focused specific attention on strengthen the voices of young people through the Global Refugee Youth Consultations. The recommendations made by the youth will inform policy and future programming for young refugees. UNHCR also undertook a comprehensive internal review of its gender equality work to update UNHCR's "Commitments to Women and Girls" and to develop a 3-year strategic implementation plan. Furthermore, UNHCR established an Advisory Group on Gender, Forced Displacement, and Protection to advance gender equality among refugees and others of concern, prevent and respond to SGBV, and empower women and girls.

UNHCR further expanded partnerships and field support to enrol more children in primary and secondary education. In collaboration with partners, UNHCR expanded access to higher education with 2,300 qualified refugee youth receiving tertiary education scholarships through the DAFI scholarship programme. As part of the effort, headquarters developed a framework for Accountability to Affected Persons (AAP) tested in field locations prior to global release. Through the development and promotion of training materials, UNHCR built the capacity of staff to identify and respond to the specific needs of highly marginalized groups, including persons with disabilities, to ensure their full inclusion and equal participation in protection and assistance programming. UNHCR also updated and developed protection learning programmes, including on programming for protection.

GLOBAL STRATEGIC PRIORITY INTERNATIONAL PROTECTION (cont.)

3. ENHANCE COMPREHENSIVE PROTECTION AND SOLUTIONS MANAGEMENT

UNHCR developed specific guidance and tools for results-based protection planning, programming and monitoring, building protection data management capacity through training and guidance. Building on multi-year efforts to monitor UNHCR's SGBV, Education and Child Protection strategies, UNHCR consolidated yearly progress in a public report. Recognizing the essential linkages between cash-based interventions and protection, UNHCR and partners undertook research on protection risks and benefits of cash-based interventions and developed related inter-agency guidance, tools and training.

As part of its overall efforts to identify and pursue complementary pathways to comprehensive solutions, UNHCR supported 6 operations in drafting a Protection and Solutions multi-year and multi-partner strategy, while 20 country operations received technical and financial support under the Seeds for Solutions initiative to scale up implementation of their solutions strategies and interventions.

UNHCR's efforts to streamline the resettlement process gained momentum throughout 2015. UNHCR trained over 500 staff and made considerable progress in the field of integrity and anti-fraud, resulting in a multifunctional anti-fraud policy. Four Syria Core Group¹ meetings enabled governments to move forward with simplified resettlement procedures addressing the needs of the Syrian population.



Syrian refugees waiting to register, upon their arrival, at the Kara Tepe site, in Lesbos, before boarding a ferry that will transport them to Athens. © UNHCR/Achilleas Zavallis

¹ Core and Contact Groups are established through the agreement of resettlement States and UNHCR based on a joint assessment of the need for a coordinated, multi-annual approach to resettlement.

GLOBAL STRATEGIC PRIORITY DELIVERY OF INFORMATION AND COMMUNICATIONS TECHNOLOGIES

ORGANISATIONAL COMMITMENT

UNHCR's programme implementation is supported by timely, effective and predictable delivery of information and telecommunications services

OVERVIEW

Adequate Information and Communications Technologies (ICT) enable the organization to face new challenges in a rapidly evolving landscape for the effective protection of people of concern. The technology used must be optimized for the environment in which UNHCR operates, be cost effective, and remain fit for purpose.

RESULTS AND ACTIONS

KEY AREA

UNHCR's field operations have access to reliable, fast and secure information and communication technology networks and tools

UNHCR continued to improve and upgrade its Information and Communication Technologies (ICT) global infrastructure. While extending the *Connect and Collaborate* infrastructure in the field, in line with industry standards, UNHCR deployed improved network monitoring tools and optimized bandwidth for improved satellite connectivity in 160 locations. By the end of the year, the upgraded ICT infrastructure was in use in 215 network sites (76 percent of all sites) and 122 server and desktop sites (63 percent of all sites). Re-negotiation and improvement of global satellite communication services (VSAT) yielded significant savings amounting to USD 1.6 million, which will be reinvested in additional bandwidth for remote field locations for better connectivity.

By the end of the year, UNHCR had strengthened ICT response in emergencies through the deployment of 26 ICT officers and two Senior Emergency Coordinators. In parallel, necessary material resources were made available to ensure the essential ICT infrastructure is in place where and when required in emergencies. In 2015, UNHCR deployed ICT items worth USD 2.9 million worldwide.

UNHCR continues to enhance the data management capacity for comprehensive registration and case management in the field. The organization boosted its ability to deliver protection and solutions through the deployment of its biometrics tool, Biometrics Identity Management System (BIMS), and its case management system, *proGres in Partnership*, to more operations in the field. By end of 2015, refugees in ten operations had been enrolled in BIMS while three operations were using *proGres*. The implementation of UNHCR's biometrics and case management tools form an integral part of UNHCR's identity management strategy to secure beneficiary identities and provide effective protection, assistance and durable solutions.



Beghum (80) from Afghanistan, was travelling with family members but lost them in the crowd. With UNHCR's assistance she is talking to her family on the phone at the reception centre in Presevo, Serbia, and will soon be reunited with them. © UNHCR/Celine Schmitt

GLOBAL STRATEGIC PRIORITY

HUMANITARIAN COORDINATION MECHANISMS

ORGANISATIONAL COMMITMENT

UNHCR makes effective use of, and contributes to improving humanitarian coordination mechanisms

OVERVIEW

UNHCR works to strengthen coordination and leadership in refugee operations and in other humanitarian emergencies where UNHCR has taken on cluster leadership responsibilities. The Global Protection, Shelter and Camp Coordination and Camp Management (CCCCM) Clusters provide global level inter-agency policy advice and guidance, support country-level clusters and build additional capacity at global and country levels.

RESULTS AND ACTIONS

KEY AREA

Effective leadership is established for cluster and inter-agency coordination at global and operational levels

In 2015, UNHCR led 23 country-level protection clusters or other inter-agency protection coordination mechanisms worldwide. Some eight national protection clusters were co-led with a government counterpart and an additional ten clusters co-facilitated by international NGOs. The Global Protection Cluster (GPC) works closely with UNICEF, UNFPA, UNMAS and NRC, the lead organizations in the areas of Child Protection, Gender-Based Violence, Mine Action, and Housing, Land and Property, to ensure a coherent and integrated protection response.

As the original drafter of the Inter-Agency Standing Committee (IASC) Statement on the Centrality of Protection, the GPC remained at the forefront of evolutions in the humanitarian response system, informing guidance related to the Transformative Agenda. Through various Task Teams, the GPC carried out an independent whole-of-system review of protection in humanitarian crises and engaged in the development of an IASC Protection Policy Framework. The GPC updated a resource kit on Protection Mainstreaming and developed a cluster-specific Protection Information Management Toolkit.

The GPC specifically focused on operationalizing the concept of 'centrality of protection' by developing a communication package explaining protection in simple terms, building cluster coordination and protection information management skills, and providing technical advice to countries developing laws and policies related to internal displacement. In addition to support provided for planning, needs assessment and gap analysis, the GPC supported country-level clusters to ensure that protection remained a central component of the overall Humanitarian Country Team strategy. The GPC also provided protection mainstreaming guidance to other clusters and promoted Accountability to Affected Populations. The global cluster undertook support missions to Afghanistan, Central African Republic, Chad, the Democratic Republic of Congo, Ethiopia, Iraq, Myanmar, Nepal, Niger, Nigeria, Pakistan, Sudan, South Sudan, the Syrian Arab Republic, Ukraine and Yemen.

The Global Shelter Cluster (GSC), co-led by UNHCR (in conflict settings) and the IFRC (in natural disaster settings), supported 25 country-level clusters or cluster-like mechanisms, 11 of which were led by UNHCR. The global cluster coordinated services to some 340 partners reaching 12 million people with shelter or Non Food Item (NFI) support with an estimated expenditure of USD 316 million.

Implementing the Global Shelter Cluster Strategy 2013-2017, UNHCR members of GSC provided more than 420 days of support to country-level shelter clusters, including through ten field missions to Afghanistan, Burundi, the Central African Republic, the Democratic Republic of Congo, Iraq, Libya, Niger and Somalia. The global cluster reinforced information management capacity at the country and global levels by deploying staff and missions to Iraq, Somalia and Ukraine, and conducted assessments and evaluations to gather good practices and lessons learned.¹

IFRC and UNHCR, in collaboration with Oxford-Brookes University, developed the "Humanitarian Shelter Coordination" course that 25 participants passed in 2015, increasing the pool of available cluster coordination deployees. The online course "More than Just a Roof", which provides basic principles of shelter and settlement programming, is available freely online. The annual GSC meeting allowed for cross-fertilization of ideas between 107 shelter cluster coordinators from 43 different organizations.

¹ Available at: www.sheltercluster.org

GLOBAL STRATEGIC PRIORITY HUMANITARIAN COORDINATION MECHANISMS (cont.)

The Global Camp Coordination and Camp Management (CCCM) Cluster, co-led by UNHCR (in conflict settings) and IOM (in natural disaster settings), supported 35 national clusters or cluster-like mechanisms in 2015, nine of which were led by UNHCR.

In April 2015, the Global CCCM Cluster released a fully revised Camp Management Toolkit², which is a common tool for all camp management professionals and launched the Camp Closure Guidelines to advise the planning and coordination required in this context. The global cluster fielded missions to support operations in the Central African Republic, Chad, Iraq and Yemen. In Nigeria, the global cluster assisted stakeholders in developing and implementing an operational strategy for informal settlements established by persons displaced internally as a result of the conflict in Northeastern Nigeria.

The Global CCCM Cluster placed strong emphasis on capacity building. In Jordan and Somalia, the global cluster supported training of 1,539 practitioners and deployed experts to Burkina Faso, Iraq and South Africa to train 662 partners and local officials to ensure sustainable response capacity. The CCCM cluster also deployed additional capacity to assist in implementing a CCCM Urban Displacement and Out of Camps (UDOC) model pilot project. Around 100 field practitioners gathered to discuss and share best practices in promoting local and national action at the annual global CCCM cluster retreat.



UNHCR verifies refugees from Burundi as they board a bus to take them to the new Mahama refugee camp, in the Bugesera Reception Centre, Bugesera, Rwanda © UNHCR/Kate Holt

GLOBAL STRATEGIC PRIORITY RESULTS-BASED MANAGEMENT

ORGANISATIONAL COMMITMENT

Results-Based Management (RBM) informs operational decision-making and resource allocation

OVERVIEW

UNHCR's Headquarters works to provide the knowledge, guidance and tools necessary to design and deliver UNHCR programmes that demonstrate quality, technical integrity and innovation. Global strategies, policies, standards and practical guidance across a wide range of technical areas support field operations to develop effective and evidenced-based country-level strategies, contributing to achieving the desired objectives and clearly defining accountability for results.

RESULTS AND ACTIONS

KEY AREA

Operational performance is monitored and analysed with a focus on results, and support is provided to the Field for adoption of RBM

UNHCR released an updated *Programme Manual* that provides UNHCR staff across the world with a single comprehensive reference to inform and guide results-driven programme management. The ensuing programme management workshops that UNHCR conducted in Bangkok, Nairobi, Panama and Pretoria with some 150 participants, as well as training courses on the *Focus* suite of applications and results-based management to 429 staff, further contributed to achieving better results-orientation in programmes.

Continued improvements to *Global Focus* enabled stronger analysis of results-performance by management teams at country, regional and global levels. Following the establishment of a global network of information management officers, serving in all major emergencies and operations to support monitoring, analysis and reporting, UNHCR further trained 56 UNHCR and partner staff in information management in emergencies with support deployments to some 20 operations. In order to ensure operations are able to consider and undertake cash-based interventions in an effective, systematic and responsible manner, UNHCR established a strategic framework for institutionalization of Cash-Based Interventions (CBIs) within the organization, accompanied by training in various operations in Africa, Asia and Europe. Throughout the year, UNHCR conducted research on effective use of CBIs in different sectors and developed guidance and assessment tools, including inter-agency operational guidance and a toolkit on Multi-Purpose Cash Grants.

Throughout the year, a common focus was to meet effectively the rapidly increasing needs of refugees and others of concern in emergency situations, while at the same time ensuring quality interventions anchored in data, evidence and analysis in line with the five-year global strategies for public health, settlement and shelter, livelihoods and safe access to fuel and energy.

UNHCR placed particular importance on monitoring results achieved in technical areas. The monitoring of public health needs was extended to 144 sites through *Twine*¹, UNHCR's web-based application that combines streams of public health information to inform decision making. Following a detailed analysis of the data on mental, neurological and substance use disorders, which revealed significant differences in rates across 90 refugee sites, WHO and UNHCR jointly issued a practical tool to assist non-specialist health care providers to better identify, assess and manage mental health needs.² The tool was used to improve mental health services for refugees in more than ten operations. UNHCR also launched the Minimum Criteria for Livelihoods Programming³ to ensure that investments in livelihoods programming achieve real impact for refugees and host communities. The criteria require that UNHCR operations base livelihoods programming upon a context-specific strategy that is appropriately targeted, is informed by high-quality socio-economic and market assessments and is monitored systematically for performance and impact. Finally, UNHCR developed a self-assessment tool⁴ for operations to monitor and identify gaps in the implementation of the *Policy on Alternatives to Camps*.

1 <http://twine.unhcr.org>

2 "Mental health gap action programme - humanitarian intervention guide (mhGAP-HIG)"

3 Available from: <http://www.unhcr.org/54fd6cbe9.html>

4 The UNHCR Diagnostic Tool on Alternatives to Camps 2016 Global Results are available from: <http://www.unhcr.org/protection/operations/5731adcc9/unhcr-diagnostic-tool-alternatives-camps-2016-global-results.html>

GLOBAL STRATEGIC PRIORITY

EFFECTIVE EMERGENCY PREPAREDNESS AND RESPONSE

ORGANISATIONAL COMMITMENT

UNHCR effectively prepares for and responds to emergencies

OVERVIEW

Large-scale refugee emergencies continue to present a challenging operating environment for UNHCR. Emergency preparedness and well-trained staff play a critical role in building an effective emergency response, helping UNHCR to deliver and provide life-saving protection and assistance in an effective and efficient manner.

RESULTS AND ACTIONS

KEY AREA

Monitoring established and first delivery of protection and relief occurs within three days from the onset of an emergency

UNHCR maintained full engagement in the existing system-wide Level 3 emergencies in Central African Republic, Iraq, South Sudan and the Syrian Arab Republic and deployed further response capacity to Yemen, which became a system-wide Level 3 emergency during the year. At the end of the year, 11 UNHCR emergency declarations were in place, covering some 31 countries and including new Level 2 declarations for Burundi, Nigeria, and Ukraine and the Europe situations, and a Level 3 declaration for the Yemen situation.

UNHCR's supply chain and global stockpiles play a crucial role in swift provision of assistance. UNHCR maintained seven global stockpiles in Accra, Amman, Copenhagen, Doula, Dubai, Isaka and Nairobi, capable of deploying aid for over 600,000 people within 72 hours from the onset of an emergency. In total, 11,175 metric tons of Core Relief Items (CRIs) were delivered from the global stockpiles to assist people in emergencies: 21 airlifts, 90 percent of which were organized within 72 hours, delivered 632 metric tons, while 10,543 metric tons reached those in need by road and sea.

To deliver supplies on time to emergencies, UNHCR applied a more flexible approach to release of CRIs where necessary and began pre-positioning stocks at a sub-regional level, including in the new regional warehouse opened in Djibouti. UNHCR trained 1,598 staff, government officials and commercial partners in logistics, procurement, inventory, and fleet and asset management, and concluded frame agreements with carefully selected suppliers for rapid procurement and delivery of necessary security equipment.

UNHCR equipped operations to reinforce security measures in countries such as Afghanistan and Somalia. UNHCR undertook continuous security reviews and developed mitigating measures to ensure the safety of staff and persons of concern in a number of countries, including Cameroon, the Central African Republic, Mali, Nigeria, Somalia, South Sudan and Yemen.

Furthermore, UNHCR issued a *Policy on Emergency Response Activation, Leadership and Accountability*, which introduced updated procedures for emergency declarations, joint senior-level missions to newly-declared emergencies and real-time reviews of emergency operations. The policy is supported by updated digital version of UNHCR's Emergency Handbook¹.

KEY AREA

Emergency deployment of staff, including those with appropriate leadership and management capacity, is predictable and timely

UNHCR reinforced existing delivery, coordination and leadership capacities in country operations through 460 emergency deployments, including 178 by Standby Partners and 29 missions by the Emergency Services Standby Team members. The emergency deployments, including of members in the Senior Corporate Emergency Roster, contributed mainly to strengthening the emergency response in the Burundi (72 deployments), the Central African Republic (10), Mali (1), the Mediterranean (192), Nigeria (41), South Sudan (11), the Syrian Arab Republic (19), Ukraine (14), and Yemen (30) situations. UNHCR piloted Refugee Emergency Response Agreements (RERAs), leading to three agreements with INGOs in addition to emergency standby agreements with 16 partners.² UNHCR cooperated closely with WFP, OCHA and UNICEF on a joint

1 Available at: <https://emergency.unhcr.org>, the electronic Emergency Handbook webpage contains more than 220 guidance articles on emergency preparedness, response, coordination and related topics.

2 The RERAs aim to establish predictable global partnerships for immediate surge support to country operations facing critical response gaps in the initial phases of an emergency.

GLOBAL STRATEGIC PRIORITY EFFECTIVE EMERGENCY PREPAREDNESS AND RESPONSE (cont.)

emergency preparedness project, supporting the preparedness and response capacity in ten high-risk countries and the pre-positioning of CRLs in key locations for faster delivery.

With partners, UNHCR invested in training of staff, partners, local actors and government counterparts: 180 practitioners in four countries participated in Situational Emergency Trainings and 461 emergency preparedness and response practitioners were trained through the e-Centre. One francophone and three English-speaking Workshops on Emergency Management (WEM) enabled 139 UNHCR staff members to be placed on emergency roster, while 16 senior staff participated in the Senior Emergency Learning Programme. UNHCR also organized an Emergency Preparedness and Response Retreat for 16 UNHCR country representatives with a specific focus on capacitating representatives to lead refugee emergencies and participate effectively in Humanitarian Country Teams.

The Field Safety Service personnel spent 810 workdays in the field supporting country operations in key areas, such as security risk assessments and analysis, MOSS³ and MORSS⁴ compliance and critical incident management, including in the countries affected by the Burundi, Nigeria, Syria and Europe situations.

Fifty-year-old Nyayoak sits with her granddaughter Nyangima outside her temporary home in Thonyor, South Sudan. Since they fled from Leer in May 2015, they had been displaced six times before reaching Thonyor in December 2015. © UNHCR/Rocco Nuri



3 United Nations Minimum Operating Security Standards (MOSS)

4 United Nations Minimum Operational Residential Safety Standards (MORSS)

GLOBAL STRATEGIC PRIORITY

MOBILIZATION OF SUPPORT THROUGH STRATEGIC PARTNERSHIPS

ORGANISATIONAL COMMITMENT

UNHCR mobilizes public, political, financial and operational support through effective strategic partnerships, inter-agency coordination, multimedia communication, targeted campaigns and fund-raising strategies

RESULTS AND ACTIONS

KEY AREA

Resource mobilization strategies are enhanced to increase funding towards UNHCR's budget

Headquarters coordinated efforts raised USD 3,361 million in voluntary contributions in 2015, partly due to the continued long-term strategy of broadening the donor base. In addition to the appeals launched for the Europe and Syria situations to which donors responded very favorably, UNHCR issued 11 supplementary appeals for Afghanistan, Bay of Bengal, Burundi, the Central African Republic, Ebola, Iraq, South Sudan, Nigeria and Ukraine situations, as well as for the Special Mediterranean Initiative (SMI) and Winterization Plan for Europe. UNHCR also coordinated seven inter-agency Refugee Response Plans (RRPs) for Europe, Burundi, Central African Republic, Nigeria, South Sudan, the Syrian Arab Republic and Yemen situations, covering more than 30 countries and involving over 270 partners.

In 2015, UNHCR's top ten donors provided 83 percent of total contributions (compared to 82 percent in 2014) while Private Sector Fundraising (PSFR) raised USD 284 million (35 percent more than in 2014), including USD 130 million unearmarked funds. UNHCR further built the fundraising knowhow of the field and headquarters through 13 resource mobilization and Refugee Coordination Model workshops.

KEY AREA

Partnerships with member States of the Executive Committee, UN agencies, NGOs and the humanitarian system are strengthened

UNHCR maintained strong relations with member states through annual Executive Committee meetings, including 27 formal governance sessions, ten informal consultative meetings and briefings, 11 informal preparatory consultations and an ad hoc meeting of the General Assembly. UNHCR supported ExCom in adoption of a statement following the High Level Segment on the Afghan Refugee Situation and included protection-positive elements in the General Assembly's omnibus resolution, which evidence strong support for, engagement, and confidence in the work of UNHCR. The annual UNHCR-NGO Consultations on "Pursuit of Solutions" gathered some 500 representatives from 273 different NGOs, UN and international organizations, to continue the rich dialogue with partners on key operational issues.

UNHCR engaged consistently and strategically with inter-agency processes, including Inter Agency Standing Committee (IASC), the United Nations Secretary-General's Chief Executive Board for Coordination (CEB), High-Level Committee on Programmes (HLCP), United Nations Development Group (UNDG) and Economic and Social Council Humanitarian Affairs Segment (ECOSOC HAS). With other key UN system partners, UNHCR pursued efforts to preserve the safety and wellbeing of displaced populations.

UNHCR rolled out the Refugee Coordination Model (RCM) and developed further policy guidance and training programs on coordination and leadership. UNHCR also gathered lessons learned to strengthen its capacity to coordinate refugee emergencies in an inclusive and transparent manner, further to undertaking two joint inter-agency missions and nine field support missions.

KEY AREA

Strategic external communication is strengthened through targeted multi-media campaigns and timely public updates

UNHCR reached high level media coverage throughout the year for the Europe and Syrian situations, as well as for World Refugee Day, Nansen Refugee Award and #Ibelong statelessness campaign. UNHCR's multimedia storytelling site (<http://tracks.unhcr.org/>) continued to grow, with 108 multimedia and 155 video stories published and distributed to main media outlets. The number of followers of UNHCR's digital platforms on social media grew by 60 percent on Facebook and 14 percent on Twitter. UNHCR launched its first ever *Brand book* establishing guidelines on how to communicate the organization's identity to ensure consistency across the organisation.

KEY AREA

Information on operations is made accessible to external stakeholders in a transparent manner

The *Global Focus* website in 2015 includes operation plans for 70 countries, making available detailed descriptions of programmes, recent situations and funding updates. Dedicated emergency portals provide updated information on emergency needs, population statistics and funding requirements for each situation.



A refugee man pauses for a smile as he heads back to his home in Dadaab Refugee Camp, Kenya, after collecting his family's firewood ration. Firewood is distributed every two weeks, but refugees say it only lasts one week. © UNHCR/Kitty McKinsey

GLOBAL STRATEGIC PRIORITY

HUMAN RESOURCES

ORGANISATIONAL COMMITMENT

UNHCR has a diverse and gender-balanced workforce, which performs effectively

OVERVIEW

UNHCR's ability to provide protection and assistance to an ever-increasing number of persons of concern is dependent on its workforce. The commitment, adaptability and professionalism of the people working for UNHCR make them the greatest resource of the organization.

RESULTS AND ACTIONS

KEY AREA

Overall gender balance is achieved

At the end of 2015, UNHCR's workforce consisted of more than 13,000 people - 10,126 UNHCR staff and 3,075 affiliate workforce¹ - across 127 countries and 471 locations. The overall female representation among staff was at 38 percent, reaching 44 percent for the international professional category staff (P1-level and above) and 36 percent for all locally recruited staff.

UNHCR carried out a review of gender equity, diversity and inclusion in the organization. As a result, a new framework with significant emphasis on diversity is under consideration with the objective to create a more inclusive environment for staff in terms of gender, nationality, sexual orientation or disability, through a focus on change in behaviour and attitudes. A Senior Management Group on gender, diversity and inclusion in UNHCR staffing, chaired by the Deputy High Commissioner, is leading the initiative.

KEY AREA

Staff members meet their learning needs

UNHCR greatly expanded opportunities for staff to acquire knowledge and better manage their career paths, offering access to a wide array of learning programmes aligned with UNHCR's strategic and operational priorities. Some 40,000 learning activities were completed by UNHCR personnel and partners, with the majority of UNHCR learners in the general service staff category (67 percent). The Global Learning Centre developed substantive competency-based learning courses in key functional areas, such as management, human resources and supply chain.

KEY AREA

Assignments are made in an efficient and timely manner

A revised *Policy and Procedures on Assignments* introduced a number of measures to enhance the assignments process, which include inter alia the possibility for simultaneous internal/external advertisement of posts or access to profile-based talent pools. Additionally, UNHCR commissioned an analysis of flexible workforce arrangements with the purpose of providing recommendations on the most strategic and ethical use of personnel under various contractual arrangements.

Still, the management of rotation for an increasing number of international staff (a 44 percent increase since 2011) remained a resource- and time-intensive process. In 2015, UNHCR filled 786 regular international positions and 133 fast-track positions through eight Fast track exercises for deployment in emergencies, and recruited 601 staff of 99 different nationalities. To lead the transformation of the career management function, UNHCR established an Assignments and Career Management Service and relocated its Career Management Section to Budapest to facilitate interaction with units in charge of talent outreach, staff services and learning and development.

KEY AREA

Compliance is achieved in respect of performance reporting

UNHCR rolled out the 2014 *Policy on Performance Management*, which emphasizes performance management as a continuous dialogue among supervisee, supervisor and reviewing officer on past and expected performance, and contains measures to enhance individual accountability, recognize exceptional performers and manage underperforming staff. Efforts to simplify the performance management system were taken forward. By the end of 2015, 94 percent of staff had completed final performance appraisal reports for 2014 (compared to 86 percent in 2013).

¹ Data-related to the people working for UNHCR in a non-staff capacity, such as consultants, contractors, UNVs and UNOPS Individual Contractors. Non-staff personnel managed by other divisions than Division of Human Resource Management ('deployees') are not included.

GLOBAL STRATEGIC PRIORITY HUMAN RESOURCES (cont.)

KEY AREA

Staff are committed and satisfied with their work

UNHCR launched its first *People Strategy (2016-2021)*, which prioritizes actions with impact on staff commitment and fulfilment. These include enhanced career development opportunities particularly for locally recruited staff and affiliate workforce; support to staff subject to rotation and their families in managing their mobility; reinforced preventive and protective approaches to physical and mental health; promotion of excellence in leadership; and improved communication and early resolution of conflicts in the workplace. A survey on UNHCR Staff Wellbeing and Mental Health indicated that 79 percent of respondents are fairly or very satisfied with their work. These results correlate with the 2014 Global Staff Survey which revealed a satisfaction level of 73 percent.



Sihan walks with older sister Nisreen to their schools in the Za'atari Refugee Camp in Jordan. The girls are from a town near Dar'a in the Syrian Arab Republic. Along with their father Abdul, mother Farida and siblings they fled Syria one and a half years ago. © UNHCR/Sebastian Rich

2015
Global Strategic Priorities
Progress Report