

2016 Global Strategic Priorities Progress Report



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Jordan. Syrian refugee children at the Za'atari refugee camp. Children in the Za'atari camp for Syrian refugees before breakfast time in Ramadan. © UNHCR/Mohammad Hawari

COVER PAGE:

Pakistan. Girls wait for their friends early morning to walk to their school in Kotchandana refugee village in Punjab province of Pakistan. © UNHCR/Sara Farid



Introduction

The Global Strategic Priorities (GSPs) emphasize areas of critical concern where UNHCR is making focused efforts to strengthen protection, improve the quality of life and seek solutions for refugees and other persons of concern. Representing a common set of key priorities and a planning guide for UNHCR operations worldwide, the GSPs assist field operations in the development and implementation of operational strategies. They are divided into two categories. The first category contains eight operational GSPs with 22 related indicators across UNHCR's core areas of work and applies to field operations. The second category contains eight support and management GSPs that focuses on the support and oversight functions provided by headquarters and regional offices to strengthen operational responses and improve efficiency and effectiveness across a range of functional areas.

This report outlines the progress achieved in 2016 against these GSPs and provides highlights of successful practices in field operations. For each operational GSP, the criticality view provides a breakdown of the level of progress achieved as measured against the thresholds set for each of the GSP indicators and offers a comparison with the situation at the end of the previous year.

Focused efforts on GSP areas yielded positive results in 2016, with many operations reporting improvements in the situation of persons of concern in a number of priority areas. This was a result of the collective efforts achieved in partnerships between UNHCR and governments, host communities, NGOs, UN agencies and development actors. The 2030 Agenda for Sustainable Development and its emphasis on "leaving no one behind" is also fostering new approaches and partnerships in order to ensure that the situation and needs of refugees, other persons of concern and host communities are included in national and international development plans in pursuit of the Sustainable Development Goals.



Uganda. Fleeing conflict, South Sudanese seek refuge in Uganda. South Sudanese refugee children in the Bidibidi settlement. © UNHCR/Alessandro Penso

2016 Progress at a glance

Operational GSPs



Favourable protection environment

Legislative changes enhancing the protection of refugees and asylum-seekers were reported in 25 countries.

Improvements in national laws and policies for internally displaced persons (IDPs) were reported in 8 countries.

16 countries adopted improvements in their nationality legislation in line with international standards for the prevention of statelessness.

60,800 people who were stateless or whose nationality was undetermined acquired a nationality or had their nationality confirmed.



Fair protection processes and documentation

64% of 53 situations maintained or increased levels of issuance of birth certificates.

78% of 96 situations maintained or increased levels of individual registration.



Security from violence and exploitation

82% of 104 situations maintained or improved provision of support to known Sexual and Gender Based Violence (SGBV) survivors.

80% of 70 situations reported increased community involvement in prevention and protection of SGBV survivors.

70% of 74 situations maintained or increased the number of unaccompanied or separated refugee children for whom a best interests process has been completed or initiated.

82% of 44 situations maintained or increased non-discriminatory access to national child protection and social services.



Basic needs and services

57% of 108 surveyed camps or settlements met UNHCR's standard for global acute malnutrition ($\leq 10\%$).

98% of 142 monitored sites met UNHCR's standard for mortality among children under five years old ($< 1.5/1000/\text{month}$).

67% of 70 situations maintained or increased the percentage of households living in adequate dwellings.

91% of 46 situations maintained or increased levels of water supply at sites.

73% of 96 situations maintained or increased the enrolment rate of primary school-aged children.



Community empowerment and self-reliance

62% of 58 situations maintained or increased participation of women in leadership structures.

52% of 65 situations reported improvements in the relations between people of concern and local communities.

68% of 38 operations reported increased numbers of people of concern between the age of 18 to 59 who were self-employed or with their own business.



Durable solutions

71% of 42 situations reported some improvement in the local integration of refugees.

Cases of more than 162,000 refugees were submitted for resettlement.

GLOBAL STRATEGIC PRIORITY LEGISLATION ON REFUGEES

Seek improvements to national law and policy in 80 countries so as to be consistent with international standards concerning refugees and asylum-seekers

IMPROVEMENTS IN 25 COUNTRIES

25

TOTAL OF 80 COUNTRIES

RESULTS AND ACTIONS

Legislative processes were ongoing in 78 countries, with the adoption of laws or legislative changes reported in 47. UNHCR supported the preparation and drafting process and provided comments and analysis of international and/or regional refugee law in various contexts. Wherever possible, UNHCR advocates for the inclusion of civil society representatives in legislative reform processes. By the end of 2016, 148 States are party to either the 1951 Convention relating to the Status of Refugees or its 1967 Protocol, or both. The 1951 Convention and its protocol are the only global instruments explicitly covering the most important aspects of refugee's lives, and are critical in ensuring that refugees are able to enjoy a minimum set of rights.

OPERATIONAL HIGHLIGHTS

- In **Djibouti**, a new national refugee law was finalized in December 2016 that, once enacted, will ensure protection for refugees and will provide them with access to essential rights and services such as education, employment and naturalization.
- In **Armenia**, amendments were introduced to the Law on Refugees and Asylum. The amendments affirm important safeguards, including the granting of temporary protection in situations of mass influx, acceptance of independent claims of individual members of a family, respect for procedural guarantees for asylum-seekers with specific needs and the provision of financial assistance to asylum-seekers not accommodated in reception centres.
- In **Guatemala**, a new migration code was adopted, that among other things, provides humanitarian visas to victims of natural disasters. This follows good legislative developments in recent years, including those in Argentina and Bolivia.

MEETING KEY CHALLENGES

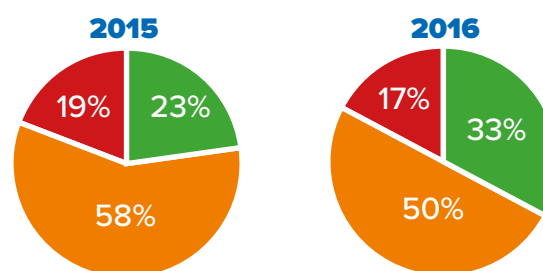
In the exercise of its supervisory responsibility, UNHCR actively seeks to improve national laws and policies to ensure compliance with international and regional standards and consistent interpretation among States party to refugee law instruments. One challenge is that the process of changing laws is often lengthy, involving many stakeholders within all branches of government. This requires careful and patient advocacy work at several levels. UNHCR plays an important role, including providing advice and guidance on refugee law and policy. State solicitation of UNHCR's views on proposed legislative changes often comes at very short notice and advice is not always followed. This increasingly leads to the adoption of legislation with reduced protection safeguards

or with provisions that may deviate from international or regional legal obligations of the country. In Europe, the mass movement of refugees has prompted some European States to introduce more restrictive changes to their laws and policies in order to limit the rights of asylum-seekers and refugees.

GLOBAL AND REGIONAL INITIATIVES

- UNHCR issued major legal interpretative guidance for States on a range of issues, including on the application of safe third-country concepts, *non-refoulement*, interception and rescue-at-sea, border management and access to territory and asylum. UNHCR published Guidelines on International Protection (No. 12), clarifying the legal principles applicable to determination of refugee claims from people fleeing armed conflict and other violent crises. UNHCR also issued important country guidance in relation to countries in conflict and filed 21 formal court interventions in 15 jurisdictions around the world.
- To lend its support to the improvement of national laws, policies and practices, UNHCR provided technical legal advice and training to asylum and border authorities, parliamentarians and legal practitioners among others on a range of legal and protection-related questions. In addition, UNHCR, in collaboration with various State asylum authorities, continues to monitor and improve the quality of asylum decision making through a number of quality assurance projects.

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 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 8 COUNTRIES

8

TOTAL OF 20 COUNTRIES

RESULTS AND ACTIONS

Improvements in national laws and policies on internally displaced persons (IDPs) were achieved in eight countries. UNHCR achieved these improvements through promotion of laws or policies that focus on durable solutions, advocacy for improvements in coordination mechanisms, advice to governments on the aspects of national laws that are not aligned with the Guiding Principles and provision of technical assistance to build government capacity when implementing laws and policies.

OPERATIONAL HIGHLIGHTS

- In **Ukraine**, policies providing for free legal aid were adopted. UNHCR and partners have advocated for IDPs to be eligible for free legal aid since the beginning of the IDP crisis in 2014.
- In **Mali**, UNHCR organized different forums to support the work of the technical committee that is in charge of integrating the Kampala Convention into national law.
- In **Somalia's Puntland** region, UNHCR has developed policy and advocacy workshops with IDPs, elders and land owners. These workshops focused on durable solutions and have led to the extension of land tenure to IDPs. The new IDP policy in Hargeisa was also endorsed by the Cabinet of *Somaliland* in January 2016.
- In **Colombia** and **Bosnia and Herzegovina**, UNHCR has worked to improve coordination mechanisms in complex administrative and legal contexts. This effort enabled existing laws and policies to be implemented.

MEETING KEY CHALLENGES

Armed conflict can undermine the development and/or implementation of national law and policy on IDPs. For instance, in the Haut-Katanga province of the Democratic Republic of the Congo, there was no implementation of a recently adopted durable solutions strategy due to fighting. Similarly, the deterioration of the security situation in Iraq prevented the development of national and regional legislation. UNHCR strongly advocates against the creation of a formal IDP status and linking this status to an entitlement to benefits, as differentiation among population groups creates challenges later when States seek durable solutions for IDPs and is often associated with the politicization of IDP issues. In Georgia, for example, UNHCR advocacy was important in the recent transition from status-based to needs-based assistance. Similarly, in Ukraine, UNHCR and partners have successfully advocated for de-linking social benefits from an IDP registration system.

GLOBAL AND REGIONAL INITIATIVES

- The Global Protection Cluster (GPC) Task Team on Law and Policy, currently co-chaired by UNHCR and the Special Rapporteur on the Human Rights of IDPs, was created in 2015 to help organize capacity-building activities and provide technical advice on draft laws, policies and strategies related to IDPs. In 2016, the GPC Task Team supported a study outlining lessons learned from national and regional processes on law and policy-making. This study, written by Internal Displacement Monitoring Centre

Yemen. UNHCR aid convoys reach Mokha. Thousands of displaced Yemenis from villages in the district of Mokha receive mattresses, sleeping mats, blankets, kitchen sets and wash buckets at a UNHCR distribution point. © UNHCR/Adem Shaqiri

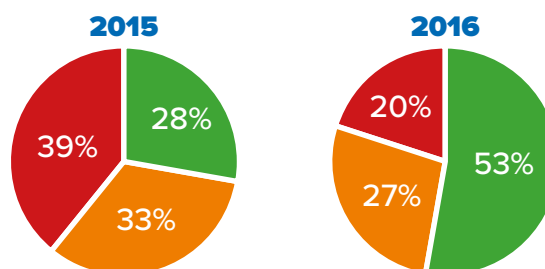


GLOBAL STRATEGIC PRIORITY LAW AND POLICY ON IDPs (cont.)

(IDMC), is intended for governments, international institutions and other organizations to focus on improving laws and policies for IDPs. The study outlines lessons from national and regional processes such as the development and adoption of the Kampala Convention.

- UNHCR supported the San Remo Institute's 12th annual course on the Law on Internal Displacement in Italy, which was held for governments, civil society and UNHCR partners from 11 different countries.
- The GPC Task Team also supported a number of workshops and training on law and policy. These included an event with the Ethiopian Government and members of civil society to discuss the ratification of the Kampala Convention; a three-day regional workshop in Panama City for national authorities, civil society and partners from Colombia, El Salvador, Guatemala, Honduras and Mexico to promote a collaborative understanding of regional internal displacement issues and the Guiding Principles on Internal Displacement¹ in national legislation; and the first training of trainers on law and policy, which was given to 12 staff members of humanitarian organizations who were able to replicate the training in their operations.

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



Greece. The Syrian electrician installing solar power at Lesbos refugee camp. Mohamed (right) and his brother Mofeed, carry their tools to a prefabricated house at Kara Tepe accommodation facility where they will install the electrics. © UNHCR/Achilleas Zavallis

1 OCHA, "Guiding principles on internal displacement", 2004. Available from <http://www.unhcr.org/protection/idps/43ce1cff2/guiding-principles-internal-displacement.html>

GLOBAL STRATEGIC PRIORITY

STATELESSNESS

Seek improvement in citizenship laws in 41 countries, so as to be consistent with international standards on the prevention of statelessness

IMPROVEMENTS IN 16 COUNTRIES

16

TOTAL OF 41 COUNTRIES

RESULTS AND ACTIONS

There were improvements in 16 countries where steps were taken to align nationality legislation with international standards on prevention of statelessness. UNHCR's advocacy and technical advice to prevent statelessness continued to focus on the importance of introducing safeguards against statelessness at birth and later in life. Introduction of these safeguards is one of the goals of the #IBelong Campaign to End Statelessness by 2024 which aims to resolve existing situations of statelessness and prevent new cases of statelessness from occurring.

Seek to increase the percentage of stateless people who acquire or confirm nationality in 16 situations

IMPROVEMENTS IN 8 SITUATIONS

8

TOTAL OF 16 SITUATIONS

RESULTS AND ACTIONS

An estimated 10 million people are stateless around the world, and are often denied enjoyment of basic human rights, such as access to medical care, education, or legal employment. A number of States took important steps to grant nationality to stateless people, with at least 60,800 stateless people or those with undetermined nationality acquiring or having their nationality confirmed globally. In several countries, including Kyrgyzstan, Malaysia, Montenegro and Thailand, UNHCR and local NGOs collaborated with governments to identify, register and assist stateless persons or those with undetermined nationality to apply for nationality or documents confirming their nationality. In countries that are hosting significant stateless populations, UNHCR advocated for and provided technical advice on law and policy reforms that would enable stateless people to acquire a nationality. Resolving existing major situation of statelessness is a key goal of the #IBelong Campaign.

OPERATIONAL HIGHLIGHTS

- **Madagascar**, with technical support by UNHCR and civil society partners, became the first State since the launch of the #IBelong Campaign to amend its nationality law to allow women to transmit nationality to their children on the same basis men can.
- In **Norway**, the Ministry of Justice and Public Security issued an instruction to facilitate acquisition of Norwegian nationality to stateless children born in the country.
- In **Kenya**, an important breakthrough was made to resolve the protracted statelessness situation of the Makonde people, an ethnic minority group that has been present in Kenya for generations. Years of advocacy by UNHCR and civil society, including the Makonde community themselves, culminated in October 2016 when President Uhuru Kenyatta granted an audience to community members and civil society supporters, and subsequently officially recognized the Makonde tribe as the 43rd ethnicity of Kenya and instructed that they be issued citizenship documentation as early as possible.
- In **Thailand**, where UNHCR and the Royal Thai Government have strengthened their collaboration on

statelessness in the past couple of years, a new cabinet resolution was issued to expand the scope of eligibility for stateless persons to apply for nationality. Up to 80,000 children are expected to benefit from this policy.

- **Guinea-Bissau, Mali and Sierra Leone** acceded to both of the United Nations Statelessness Conventions.
- National Action Plans to end statelessness were developed with UNHCR's support in a number of countries including **Burkina Faso, Côte d'Ivoire, Nigeria and Togo**.

MEETING KEY CHALLENGES

In some countries, including some with sizeable stateless populations, sensitivities surrounding issues of statelessness continued to hamper meaningful engagement and implementation of effective solutions. To address this, UNHCR will continue to strengthen partnerships with global, regional and national actors. This includes a new partnership with UNICEF through the Coalition to Ensure Every Child's Right to a Nationality. In other countries, where there is political will to address the issues, capacity constraints slowed down efforts to adopt measures to prevent and reduce statelessness. To draw attention to the financial resources needed to strengthen implementation of the #IBelong Campaign, in

GLOBAL STRATEGIC PRIORITY STATELESSNESS (cont.)

December 2016 UNHCR launched the first-ever special appeal that focuses on statelessness. The appeal highlighted that an estimated USD 47 million is required for 2017–2018 in 11 countries that host major stateless or at-risk populations to reduce and prevent statelessness.

GLOBAL AND REGIONAL INITIATIVES

- UNHCR also collaborated with the World Bank, including in the context of the Principles on Identification for Sustainable Development designed to support and strengthen States' implementation of United Nations Sustainable Development Goal 16 regarding peace, justice and strong institutions, which includes a specific target on legal identity for all, including birth registration.
- UNHCR and the San Remo International Institute of Humanitarian Law organized a new, dedicated course on statelessness at the Institute, focusing on building the capacity of government officials and civil society actors to address statelessness.
- A new regional civil society network, the Statelessness Network Asia Pacific (SNAP), was launched, with the support of UNHCR, complementing similar networks in the Americas, Europe and elsewhere. With more than 40 member organizations, SNAP aims to build and strengthen cooperation and capacity to end statelessness among civil society actors across the region.



Mexico. Refugees fleeing gang violence in Central America. Makeshift rafts on the Suchiate river are a route into Mexico for thousands of refugees fleeing El Salvador, Guatemala and Honduras each year to escape gangs. © UNHCR/Daniele Volpe

GLOBAL STRATEGIC PRIORITY BIRTH REGISTRATION

Seek increases in the systematic issuance of birth certificates to new-born children in 53 situations

INCREASED IN 22 AND MAINTAINED IN 12 SITUATIONS



RESULTS AND ACTIONS

A total of 22 situations saw an increase in the systematic issuance of birth certificates to children under 12 months, with a further 12 situations maintaining their levels. Of these, 24 situations (23 refugee and one IDP situation) reported the systematic issuance of birth certificates to over 80 per cent of children. Birth registration represents a child's first legal recognition. International human rights law defines this right, outlining that children should have their birth registered as early as possible and without discrimination. As part of its mandate for the protection of refugee children, UNHCR prioritizes birth registration as an important aspect of its protection interventions.

OPERATIONAL HIGHLIGHTS

- In **Yemen**, despite a difficult operating environment and ongoing conflict, UNHCR and partners significantly improved the rates of birth registration for refugees and asylum-seekers.
- In **Bangladesh**, UNHCR continues to support the Government carrying out online birth registration of refugee children. In 2016, over half of all registrations took place online, improving the overall registration rates of children of concern.
- In **Colombia**, UNHCR continued to work with the Civil Registry Office in supporting vulnerable communities in remote locations through mobile registration teams. As a result, children born to parents who are IDPs could be issued with birth certificates. Furthermore, documentation and registration campaigns were carried out in over 200 municipalities in 31 of Colombia's 32 departments.
- In **Rwanda**, UNHCR recorded a 76 per cent increase in the registration and delivery of birth certificates to new-born children in Mahama camp as a result of mobile registration services, community sensitization and awareness raising in key areas such as health clinics and churches.

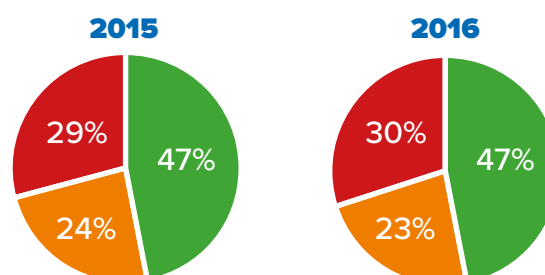
MEETING KEY CHALLENGES

In order to tackle the deterioration of the systematic issuance of birth certificates, UNHCR continued to advocate with host governments to facilitate access to civil registration and for the simplification of procedures for refugees who lack prerequisite documentation, which cannot be replaced in exile. In their effort to increase registration rates, UNHCR and partners continue to sensitize parents and raise awareness of birth registration as critical to securing the rights of children.

GLOBAL AND REGIONAL INITIATIVES

- UNHCR and UNICEF launched the Coalition on Every Child's Right to a Nationality. The Coalition aims to develop, expand and strengthen international co-operation to raise awareness about and combat the hidden problem of childhood statelessness. It also aims to promote the right of every child to acquire a nationality of which birth registration is a key step.
- UNHCR worked with the World Bank Group to develop a module on refugees, IDPs and stateless persons that will be presented as an e-learning course hosted by the Global Civil Registration and Vital Statistics (CRVS) Group.² The course is a collaborative project undertaken by the World Bank Group, institutions in the Republic of Korea, the Global CRVS Group and the Open Learning Campus. The e-learning will be launched in 2017.

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 STRATEGIC PRIORITY REGISTRATION

Maintain or increase levels of individual registration in 96 refugee situations

INCREASED IN 24 AND MAINTAINED IN 51 SITUATIONS



RESULTS AND ACTIONS

Levels of individual registration increased in 24 refugee situations, and were maintained in 51 refugee situations. UNHCR continued to strengthen its identity management capability in 2016 through deployment of the Biometric Identity Management System (BIMS) to 13 operations; Angola, the Central African Republic, the Democratic Republic of the Congo, Eritrea, Indonesia, Kenya, Morocco, Nepal, Niger, Rwanda, South Africa, Tunisia and Zimbabwe. BIMS has now been deployed to 24 operations with over 1.1 million refugees successfully enrolled and over 800 staff trained as users. BIMS has facilitated identity verification of refugees and asylum-seekers across sites within operations and across borders, further enhancing the efficiency of protection and assistance delivery for beneficiaries. Following the creation of the Identity Management and Registration section (IMRS) in early 2016, UNHCR continued to define its identity management vision and strengthen identity management activities through innovative technology, robust registration processes and quality data collection.

OPERATIONAL HIGHLIGHTS

- In **Malaysia**, UNHCR was able to refine registration processing policies and procedures to facilitate a better and faster registration of new asylum-seekers. Enhanced registration for the Rohingya population, which included a determination of refugee status and issuance of documentation at the time of registration, resulted in better protection and more streamlined prioritization of persons with specific needs. In response to large numbers of Rohingya held in detention centres, UNHCR conducted individual registration of over 2,000 individuals across 11 detention centres, which facilitated their early release from detention facilities.
- In **Rwanda**, by the end of 2016, 99 per cent of urban refugees were individually registered with biometric data captured. Individual registration ensured that information that was required to support specific protections interventions was available for use.
- In the **United Republic of Tanzania**, from the onset of the Burundian emergency, registration was implemented and continues to be the norm across all camps (Nyarugusu, Nduta and Mtendeli). During the reporting period, 204,102 individuals were registered using UNHCR's *proGres* database. Biometric technology was used to capture fingerprints of all individuals aged 6 years and older. The strengthened use of the tool has resulted in better profiling and needs analysis.
- In **Libya**, UNHCR successfully coordinated the registration process with partners despite the current challenging operational context. UNHCR completed the registration

of some 1,900 extremely vulnerable individuals as identified through protection monitoring at the community development centre (CDC), UNHCR hotlines and referrals from humanitarian organizations.

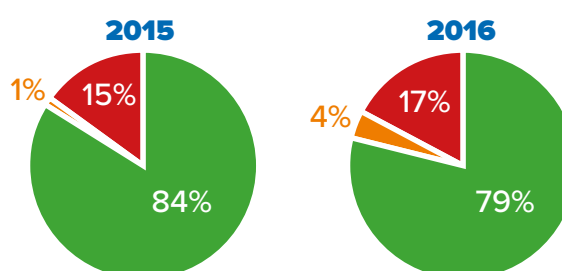
MEETING KEY CHALLENGES

A key challenge for providing quality registration remains the capacity of the host governments that can be limited by the need to upgrade the tools and systems. As of December 2016, the number of Syrians registered by UNHCR in Lebanon stood at some 1,011,000 individuals. Suspension of registration of Syrian refugees in Lebanon remained in place throughout 2016, however, UNHCR continued with verification activities in order to ensure updated and good quality information for targeted assistance programmes. In Uganda, the emergency in South Sudan has created increasing pressures on registration services. In responding to this, UNHCR has provided continuous support to the Government including a biometrics upgrade, and improved data sharing at the central level with the Office of the Prime Minister (OPM). Easier access to individual refugee data will also facilitate protection activities and targeting of assistance.

GLOBAL AND REGIONAL INITIATIVES

- UNHCR's upgraded registration and case management software, *proGres* in Partnership, was deployed to 11 field operations in 2016, Australia, Belize, Greece, the Russian Federation, Serbia, Sri Lanka, Swaziland, Thailand, Ukraine, the United States of America, and Trinidad and Tobago.
- The Global Distribution Tool (GDT) was piloted in Kakuma camp in Kenya, which introduced an automated biometrics identity verification component to food distribution, further enhancing the efficiency and integrity of assistance distributions.

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 STRATEGIC PRIORITY

SEXUAL AND GENDER-BASED VIOLENCE

Provide and seek improved provision of support to known SGBV survivors in 91 refugee operations, 10 situations where UNHCR is operationally involved with IDPs and 3 returnee situations

IMPROVEMENTS IN 33 SITUATIONS AND MAINTAINED IN 51 SITUATIONS



RESULTS AND ACTIONS

UNHCR operations reported improved provision of support to known Sexual and Gender Based Violence (SGBV) survivors in 25 refugee situations, seven IDP situations and one returnee situation and maintained levels of support in 52 refugee situations. The improvements included better access for survivors to medical, psychosocial and legal services. Access to legal support was strengthened by coordinating with legal aid partners and government authorities, while improvements in SGBV data management and analysis contributed to enhanced programming for service provision. UNHCR reinforced the implementation of the SGBV strategy and guidelines through continued capacity-building of staff, partners, government and people of concern and support to project implementation. Operations continue to increase efforts to ensure that services are inclusive and appropriate for those at risk. UNHCR has also identified ways of providing protection and responding to SGBV through cash assistance to survivors and their families. Cash assistance is usually used by survivors to access medical facilities, safe shelters or transportation.

Seek improved community involvement in prevention and protection of SGBV survivors in 58 refugee situations, in 8 situations where UNHCR is operationally involved with IDPs and in 4 returnee situations

IMPROVEMENTS IN 43 SITUATIONS



RESULTS AND ACTIONS

Community involvement in SGBV prevention and survivor-centred protection improved in 35 refugee situations, six IDP situations and two returnee situations and was maintained in 13 refugee operations. UNHCR and partners strengthened outreach to communities and undertook advocacy, training and educational initiatives to raise awareness on SGBV including on the impact of harmful practices. This outreach established a continuous dialogue with the communities, promoting both male and female involvement in a range of programmes, including mobilizing community-based structures to lead on prevention and response initiatives. Partnerships with communities enabled activities that promote behavioural change, leading to increased responsiveness and ownership of the programmes. Several operations identified improved reporting by survivors through community efforts.

OPERATIONAL HIGHLIGHTS

- In **Cameroon**, UNHCR strengthened the early identification of SGBV survivors and the timely referral to Government-run services through 13 community-based committees that had been established in neighbourhoods with large concentrations of urban refugees.
- In **Rwanda**, through the Government's One Stop Centres, SGBV survivors from Kigeme, Mugombwa, Gihembe and Nyabiheke were able to access a comprehensive set of response services, including health, counselling, and legal advice and representation.
- In **Nigeria**, UNHCR collaborated with the Nigerian Bar Association to train some 50 State officials from the judicial system on prevention and response to SGBV. In addition, the Ministry of Women's Affairs, partners and IDPs were engaged through several trainings in protection and gender mainstreaming, and SGBV prevention including protection from sexual exploitation (PSEA).
- In the **United Republic of Tanzania**, medical staff worked to improve health and protection screening at border entry points allowing for timely identification of SGBV survivors and accelerating referrals to health services and psychosocial counselling. The Engaging Men in Accountable Practices programme, designed to strengthen community engagement, had 213 female and 248 male graduates.
- In **Iraq**, UNHCR and partners conducted regular information and awareness sessions on SGBV, reaching more than 83,000 women, men, boys and girls. Approximately 9,800 women, men, boys and girls, including survivors of SGBV, received psychosocial and legal support.

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

MEETING KEY CHALLENGES

Weak and overburdened response and referral systems continue to be a key challenge in improving SGBV prevention and response. People on the move are at a particularly high risk of SGBV, but identifying survivors from this population and responding is still difficult. UNHCR continued to provide innovative SGBV response services geared particularly for people on the move, such as through the Blue Dots in Greece and along the Balkan route. Refugees in urban settings face significant SGBV risks in contexts where security is weak and local service providers are strained. The lack of sustainable cooking-fuel alternatives also puts women and girls at risk during firewood collection. In the United Republic of Tanzania's Nyarugusu Camp, a pilot project of the Community Environmental Management and Development Organization provided 3,000 households with stoves that use liquefied petroleum gas. Finally, the participation of men and boys in SGBV prevention and response remains limited. This contributes to the entrenched stigma of survivors and impunity of perpetrators, thus undermining reporting by both male and female survivors. UNHCR will continue to promote the effective mainstreaming of measures to mitigate and prevent SGBV in all sectors, including through collaboration with national institutions.

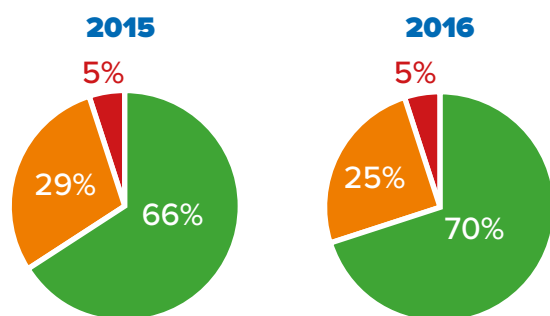
GLOBAL AND REGIONAL INITIATIVES

- UNHCR improved SGBV prevention and response in emergencies by deploying senior protection staff with expertise in SGBV to 10 countries for a combined total period of 53 months supported by Safe from the Start,

an initiative of the United States of America's Department of State.³ An evaluation found that UNHCR operations receiving technical support achieved significant progress in mitigating the risk of SGBV and in improving access to and the quality of vital services.

- Under Safe from the Start, a further 13 countries implemented multi-sectoral and community-based projects for the prevention of SGBV. Projects in each country have been designed to prevent specific SGBV risks affecting the community in specific sectors, including alternative energy, livelihoods, and information and communications technology.
- In February 2016, UNHCR convened its first high-level advisory group on gender, forced displacement and protection under the leadership of the Assistant High Commissioner for Protection. The group of visionaries, change makers and civil society leaders support UNHCR in developing innovative ways to mitigate protection risks, bolster capacity, and improve protection against sexual and gender based violence.
- As part of UNHCR's promotion of the system-wide accountability for SGBV prevention and response in emergencies, UNHCR, together with a range of humanitarian partners, are members of the Real Time Accountability Partnership (RTAP). In 2016, the RTAP developed an evaluation framework for SGBV progress in interventions, and baseline assessments were undertaken in Iraq, Myanmar, Nigeria, South Sudan, and at the Gaziantep hub in Turkey.

SUPPORT TO SGBV SURVIVORS

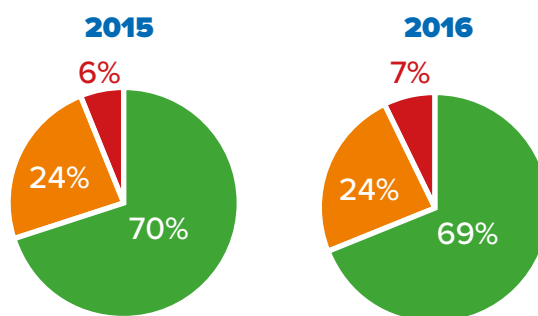


LEGEND*

- **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 STRATEGIC PRIORITY

BEST INTERESTS

Maintain or increase the proportion of unaccompanied or separated refugee children for whom a best interest process has been completed or initiated in 74 refugee situations

INCREASED IN 35 SITUATIONS, MAINTAINED IN 17



RESULTS AND ACTIONS

The proportion of unaccompanied or separated refugee children (UASC) for whom a best interests determination process was initiated or completed increased in 35 refugee situations and was maintained in 17. UNHCR strengthened the child protection teams responsible for Best Interests Assessments (BIA) and Best Interests Determinations (BID) through training and the deployment of dedicated child protection staff focussed on strengthening best interests procedures. UNHCR operations also strengthened community-based child protection structures in order to increase identification of children at risk including UASC. This included working with refugee outreach volunteers and para-social workers. UNHCR also strengthened the identification and referral capacity of child protection committees, as well as at children's clubs and of staff working in safe spaces and at drop-in centres, including for after-school activities. UNHCR advocated with government institutions to strengthen best interests procedures and to strengthen the identification and registration of children at risk. UNHCR's development and improvement of standard operating procedures (SOPs) played a significant role in improving protection of children.

OPERATIONAL HIGHLIGHTS

- In **Mexico**, UNHCR worked with the Government and UNICEF to strengthen best interests procedures, and increase the number of UASC accessing the asylum procedure. UNHCR focused its efforts on capacity-building activities and the provision of technical assistance to federal and local child protection authorities in States that receive the highest numbers of children and adolescents seeking protection. UNHCR supported the deployment of a BID expert and a consultant on legal representation, and also held a joint UNHCR-UNICEF workshop on international protection and standards and procedures to promote the best interests of children.
- In **Lebanon**, UNHCR and International Rescue Committee (IRC) strengthened the capacity of case management supervisors and case workers through the Child Protection Coaching Programme (CPCP). The CPCP seeks to build skills and capacities to improve best interests procedures and the quality of services provided to refugee children and their families. UNHCR also provided training to refugee outreach volunteers working with UASC and other children at risk.
- In **Ethiopia**, Shire, as part of the regional initiative Live, Learn and Play Safe (2014–2016), UNHCR continued to strengthen best interests procedures by integrating the refugee registration process of a BIA interview with all

data captured in *ProGres*, UNHCR's registration database. UNHCR was also able to increase the number of children living in foster and kinship care by 10 per cent through the introduction of a cash-based support programme targeting kinship and foster caregivers which was designed by community groups and UASC themselves.

MEETING KEY CHALLENGES

A combination of factors presented challenges to carrying out timely best interests assessments or best interests determinations for at risk refugee children, resulting in a deterioration of access to best interests procedures for UASC in a number of operations. Challenges included sudden increases in the numbers of UASC in certain operations, difficulties in accessing UASC in detention, the limited capacity of partners to conduct best interest procedures, and weak national systems that did not promote best interests considerations. Limited availability of durable solutions and specialized services and difficulties in implementing quality community-based alternative care options for UASC were especially challenging, particularly for adolescents and adolescent boys. A number of operations noted the need for additional support to foster families as critical to strengthening quality family-based care for UASC. Onward movement of UASC also continued to be a challenge to completing best interests procedures.



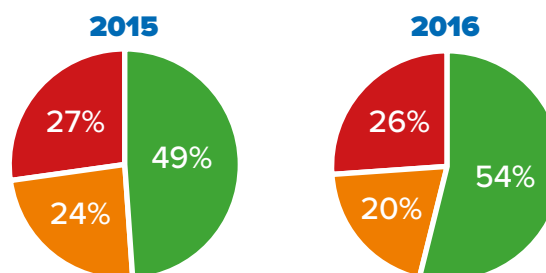
Serbia. Refugees stuck in transit. Hazrat Ali, a 16-year Afghan refugee, tries to keep warm in freezing conditions in Belgrade. © UNHCR/Daniel Etter

GLOBAL STRATEGIC PRIORITY BEST INTERESTS (cont.)

GLOBAL INITIATIVES

- UNHCR was a key contributor to the Field Handbook and Toolkit on UASC issued by the Inter-Agency Working Group on Unaccompanied and Separated Children. The Handbook and Toolkit provide up-to-date and detailed operational guidance for all actors concerned with the welfare and protection of UASC. There has been a particular effort to ensure that the Handbook and Toolkit reflect the specific situation of refugee children.
- Child protection specialists were deployed to 23 operations to provide technical support and assist in designing more effective procedures and training staff. In addition to strengthening child protection case management and best interests procedures, these specialists also trained UNHCR and partner staff, government officials, and refugee volunteers on child rights and child protection.
- As part of UNHCR's institutional efforts to strengthen best interests procedures, regional trainings and workshops included a significant best interests capacity-building component. This included the joint UNHCR and Save the Children training on child protection and education in refugee contexts organized for UNHCR and partner staff in the East and Horn of Africa, and the regional child protection workshop organized by UNHCR and partners in the Middle East and North Africa (MENA) region.

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



Austria. Refugee family reunited with orphaned nephews. Syrian refugee, Ahmad Mansour, 36, and his wife Sara have found a safe haven in an Austrian village raising not only their own sons, Feras, Nabil and Sohaib, but also two nephews, Abdallah and Mostafa. © UNHCR/Gordon Welters

GLOBAL STRATEGIC PRIORITY

ACCESS TO NATIONAL CHILD SERVICES

Seek increases in the non-discriminatory access to national child protection and social services in 37 refugee situations, 4 situations where UNHCR is operationally involved with IDPs and 3 returnee situations

INCREASED IN 17 SITUATIONS

17

TOTAL OF 44 SITUATIONS

RESULTS AND ACTIONS

A total of 33 refugee situations either maintained or improved non-discriminatory access to national child protection systems and social services. Improvements in non-discriminatory access to national child protection systems and social services was reported in 50 per cent of situations, with 40 per cent of situations maintaining their levels. National child protection systems continue to be the most effective and sustainable way to ensure that the multiple protection risks that children face, including in emergency settings, are either prevented or addressed. UNHCR continued to engage, work and advocate with States to ensure non-discriminatory access to national child protection systems and social services. UNHCR is also working closely with governments, using the evidence base to advocate with States to ensure that inclusive legal provisions and policies are in place and that State entities and systems support the inclusion of children and young people of concern to UNHCR alongside host country children.

OPERATIONAL HIGHLIGHTS

- In **Costa Rica**, UNHCR has been working with the National Children's Institute,⁴ the Migration Authority, municipalities, the Office of the Ombudsperson, the judiciary, law and order officials, educators, and academia to advance the rights of refugee children. This effort included supporting practical means to verify nationality and address low rates of birth registration and nationality documentation.
- In **Pakistan**, UNHCR continued to build relationships and collaborate closely with stakeholders including the Governmental Child Protection Welfare Commission,⁵ the United Nations International Children's Emergency Fund (UNICEF), International Labour Organisation (ILO), the International Committee of the Red Cross (ICRC), as well as national non-governmental organizations working in the child protection sector to establish and maintain referral mechanisms for basic services.
- In **Iraq**, UNHCR worked with authorities in Duhok to rehabilitate the infrastructure of four government run child-friendly spaces. This enabled both refugee and Iraqi children to spend time together and have access to recreational and psycho-social support services. An effort was made to ensure the provision of play kits and school supplies for children with special needs.

- In **Mexico**, UNHCR promoted alternatives to detention for children in line with UNHCR's Global Strategy – Beyond Detention.⁶ UNHCR referred vulnerable cases to child protection authorities requesting intervention to prevent detention and facilitate family reunification with relatives in Mexico; promoted alternative care arrangements with local authorities;⁷ and supported the creation of an open-door shelter for unaccompanied asylum-seeking children in the state of Tabasco.

MEETING KEY CHALLENGES

In many circumstances, even where inclusive national legislation supports access to national child protection systems and social services for forcibly displaced children, resource and information constraints mean that children of concern to UNHCR struggle to benefit from the full protection provided for by law. In Brazil, for example, while free public education is formally available to refugee and asylum-seeking children, some schools are still reluctant to accept them. In response, UNHCR has supported partner I Know My Rights, or KMR,⁸ in the launching of the online platform Citizens of the World. The platform links public and private schools with refugee children in attendance allowing an exchange of ideas on good practices for enrolment of children of concern.

Capacity also remains an issue. A lack of specialized staff and structured programmes negatively impacts both refugee and host community children. In some situations, continued conflict limits refugee children's access to services. In many cases the capacity of local communities to provide better child protection, starting with identification and referral to available services is also limited. In some locations, where children are crossing borders in search of international protection, the lack of community-based alternatives to detention remains a serious challenge, with children detained for determination of legal status.

GLOBAL AND REGIONAL INITIATIVES

- The 2016 High Commissioner's Dialogue focused on the theme of "Children on the Move"⁹ and brought together over 650 child protection experts including States, intergovernmental organizations, civil society, humanitarian and academic partners, and also included 12 youth

4 See <http://www.pani.go.cr/>

5 See <http://kpcpwc.gov.pk/>

6 UNHCR, "Beyond detention: A global strategy to support governments to end the detention of asylum-seekers and refugees", 2014. Available from <http://www.unhcr.org/53aa929f6.pdf>

7 See <https://www.gob.mx/comar>

8 See <http://www.ikmr.org.br>

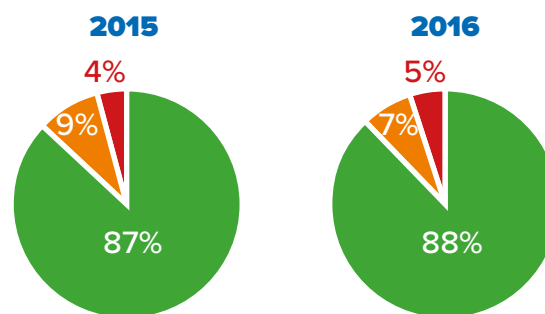
9 See <http://www.unhcr.org/high-commissioners-dialogue-on-protection-challenges-2016.html>

GLOBAL STRATEGIC PRIORITY ACCESS TO NATIONAL CHILD SERVICES (cont.)

representatives. Key recommendations from the discussions centred on ensuring access to national child protection systems.

- UNHCR and the League of Arab States (LAS) have undertaken a range of joint initiatives to strengthen dialogue and cooperation on key child protection priorities in the Middle East and North Africa region. In October 2016, LAS and UNHCR jointly convened a regional meeting on belonging and legal identity. Experts from LAS Member States examined regional needs, challenges and emerging good practices to ensure that all children in the region are registered at birth. A number of recommendations were developed to achieve universal birth registration, enhance the capacity of civil registration and vital statistics systems, and further align national legal frameworks with international standards.

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 STRATEGIC PRIORITY

GLOBAL ACUTE MALNUTRITION

Maintain UNHCR standards or reduce levels of Global Acute Malnutrition (GAM) in 36 situations where refugees live in camps or settlements

STANDARDS MET IN 62 CAMPS OR SETTLEMENTS

62

108 SURVEYED CAMPS OR SETTLEMENTS

RESULTS AND ACTIONS

Progress against this priority can only be measured in those situations where nutritional surveys have been carried out. UNHCR and partners conducted nutrition surveys in 108 sites. Of the sites surveyed, 20 were in an emergency, 30 in post-emergency and 58 in protracted situations. The UNHCR standard of less than 10 per cent GAM was met in 62 sites, while 23 sites were above the emergency threshold of equal or higher than 15 per cent. While UNHCR noted significant improvements in several operations, the situation in 23 sites remained concerning particularly in Chad, Ethiopia, Niger and Sudan. UNHCR developed a comprehensive monitoring system to allow for monthly analysis of the effects of dramatic cuts to food assistance, which affected many refugee populations in 2016 and which remains a serious problem. The Global Strategy for Public Health¹⁰ provided guidance for an adapted response to these situations.

OPERATIONAL HIGHLIGHTS

- In **Uganda**, significant reductions in both anaemia (28.5 per cent) and stunting (42 per cent) have been achieved in Nakivale camp since 2014, with these two indicators now approaching acceptable levels. The level of global acute malnutrition has remained stable and well within acceptable standards. These results show that in protracted refugee situations, a sustained effort on improving the nutritional situation of refugee children can yield significant results in a relatively short period of time.
- In **Chad**, UNHCR has been providing Nutributter[®] since 2013 in several sites among the eastern camps hosting refugees from Darfur, Sudan, where high levels of anaemia (equal or higher than 40 per cent) have been registered. Although refugees in these sites have also faced significant cuts to their food assistance, due to this intervention, anaemia, stunting and GAM levels remain stable in the large majority of sites. UNHCR is conducting an evaluation of the operation to inform programming and the nutrition strategy in Chad. Results from this will inform the development of the UNHCR Nutrition and Food Security Road Map (2018–2022) as well as ongoing advocacy and communication on the use of specialized nutritious products to maintain or improve nutrition outcomes in refugee contexts.

MEETING KEY CHALLENGES

A key challenge in achieving nutrition goals is mainstreaming nutrition-sensitive programming and ensuring coordination among many cross-cutting sectors; including securing adequate dietary intake; access to food, adequate health services and care for mothers and children; adequate provision of shelter, water, sanitation and hygiene; and quality employment, income and education. Moreover, little attention is paid to the effects of long-term malnutrition, with programming often prioritizing acute malnutrition and immediate lifesaving activities. Consequently fewer resources are mobilized for specialized nutrition products and community-based activities to address anaemia and stunting and for work on the prevention of malnutrition. In certain cases, this lack of resources can mean a reversal of improvements in the nutrition status of refugee children. For example, in Algeria, significant reductions in the levels of anaemia were achieved in 2013, when UNHCR began providing Nutributter[®]. However, the programme was stopped in 2015 due to lack of funding, and recent survey results now show a gradual increase in the levels of anaemia.

Refugees often have limited or no access to land, as well as limited economic rights. Access to land allows refugees to provide for some of their household food requirements, contributing to improved food security and dietary diversity. This may contribute to improved nutritional outcomes and a reduced dependence on food assistance. Refugees are often excluded from national social security systems and do not have easy access to national health and nutrition services, and so often refugee populations are totally dependent on food assistance provided by the World Food Programme (WFP). Many UNHCR operations have suffered cuts to food assistance over the past few years. Due to the increasing numbers of refugees globally, operational needs are increasing at a faster pace than donor funding. Due to declines in funding for food assistance, food security and nutrition situations are increasingly precarious. Approximately 2.29 million refugees across nine countries¹¹ experienced cuts to their food assistance in the fourth quarter of 2016. Reductions in food assistance due to funding ranged from 5 per cent to as much as 75 per cent in Uganda. UNHCR in collaboration with WFP is involved in joint advocacy at the country and global levels for mobilizing additional resources for food assistance to refugees and other displaced persons. Additionally, contextually appropriate approaches to target those most in need of food assistance are being developed.

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

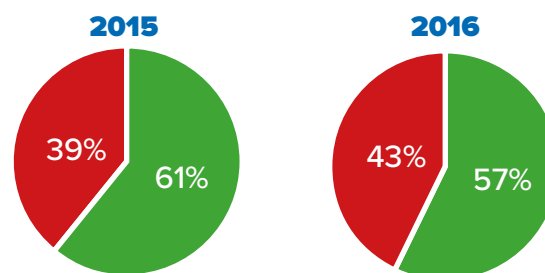
11 Burkina Faso, Cameroon, Chad, Ethiopia, Kenya, Mauritania, South Sudan, Syria, and Uganda.

GLOBAL STRATEGIC PRIORITY GLOBAL ACUTE MALNUTRITION (cont.)

GLOBAL AND REGIONAL INITIATIVES

- UNHCR has launched an online biannual monitoring tool to gather data and identify operations experiencing critical interruptions or reductions in the food supply. In addition to regular monitoring of the food assistance in refugee settings, UNHCR is conducting in-depth reviews in Chad and Ethiopia to try to identify the multi-sectoral impact of reductions in food assistance to inform programming responses. UNHCR is working together with WFP to finalize joint principles and guidance on targeting food assistance in refugee settings to ensure that targeting approaches are evidence based, protection focused and documented for learning.
- Building on the ongoing work of the Infant and Young Child Feeding framework, UNHCR is strengthening multi-sectoral programming in order to enhance nutrition outcomes. A Nutrition Roadmap will be developed in 2017, with the aim of improving anaemia, stunting and acute malnutrition levels.

GLOBAL ACUTE MALNUTRITION (GAM)



LEGEND*

- **Satisfactory**
≤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

Uganda. Imvepi Settlement for refugees from South Sudan opened in February 2017. On arrival at Imvepi reception centre refugees go through a medical screening where all children under 15 are vaccinated against measles and all children under 5 receive polio drops. © UNHCR/Jordi Matas



GLOBAL STRATEGIC PRIORITY UNDER-5 MORTALITY RATE

Maintain UNHCR standards or reduce mortality levels of children under 5 years old in 44 situations where refugees live in camps or settlements

STANDARDS MET IN 140 CAMPS OR SETTLEMENTS



RESULTS AND ACTIONS

Data collected through UNHCR's Health Information System (HIS) *TWINE*¹² showed that 140 out of 142 monitored sites (98.6 per cent) had met standard under-5 mortality rates (U5MR), an improvement from 97.9 per cent at the end of 2015. All sites that didn't meet standards in 2015 did meet standards in 2016, demonstrating the importance of health interventions undertaken by UNHCR and partners in saving lives. The two sites that did not meet standards in 2016 were in Cameroon (far north region) and Yemen (Basateen). The situation in Basateen camp worsened compared to 2015 mainly because of limited access to services due to intense fighting and insecurity. Globally, the average under-five mortality rate was maintained at 0.4 per 1000 per month. The leading causes of under-five mortality were neonatal deaths (20 per cent), malaria (17 per cent), lower respiratory tract infections (13 per cent) and acute malnutrition (9 per cent).

OPERATIONAL HIGHLIGHTS

- In the 23 countries where UNHCR and its partners use the HIS, more than 7,300,000 consultations were conducted at health facilities. Of the consultations held, 90 per cent were for communicable diseases and 10 per cent were for non-communicable diseases.
- Despite the large scale movement of refugees into **Uganda** and the **United Republic of Tanzania**, new camps were able to keep U5MR within emergency standards. In Uganda, a cholera outbreak among the new arrivals created a risk of rising mortality rates, however there were no deaths among 162 reported cases. These achievements can be attributed to the timely and robust assistance response during these emergencies.

MEETING KEY CHALLENGES

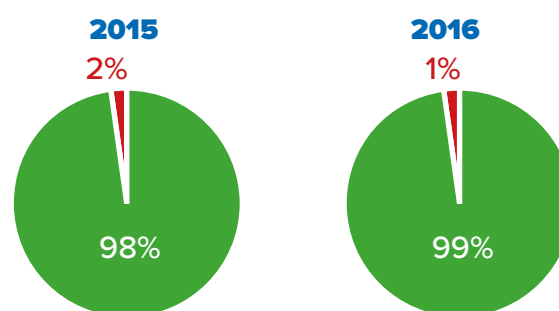
In 2016, the scale of emergencies continued to increase, with further complexities due to difficult operational environments. For example, operations are often remote and have under-developed and under-served infrastructure, creating a risk that outbreaks of infection and other health crises will go unnoticed. In responding to this challenge, UNHCR increased its technical expertise and operational presence in high risk areas. Public Health colleagues in the region near Diffa, a region of Niger bordering Chad and the far north of Cameroon, are working very closely with local health providers and partners to strengthen surveillance and case management. This effort is particularly important in a region where polio, measles, meningitis and cholera are known to

occur. Key challenges also remain in aligning mechanisms for reporting mortality, as deaths occurring in UNHCR-supported health facilities are recorded in a different database to deaths recorded by community health facilities. UNHCR is working to improve and streamline reporting processes and to improve the ability to verify and cross-check death records before incorporating them into UNHCR's Health Information System.

GLOBAL AND REGIONAL INITIATIVES

- Both real-time surveillance of health indicators and monitoring of programmes are key components to ensuring effective interventions that reduce and prevent morbidity and mortality. UNHCR is in the process of enhancing the Health Information System by harnessing technological innovation and simplified surveillance processes. This effort is envisioned as a means to improve the quality of mortality surveillance.
- UNHCR continues to scale up technical preparedness and response capacities. The Public Health Section remains committed to ensuring rapid deployment of technical staff and effective delivery of life-saving priority interventions in public health, nutrition, water, sanitation and hygiene. Swift deployment of technical expertise and capacity early in an emergency significantly reduces the risks for displaced populations.

UNDER-5-MORTALITY RATE



LEGEND*

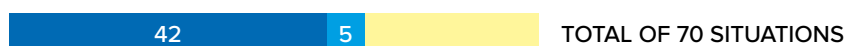
- **Satisfactory**
<1.5 of deaths among children under-5/1000/month
- **Unsatisfactory**
>1.5 of deaths among children under-5/1000/month

* According to the weighted criteria provided in the Indicators Guidance

GLOBAL STRATEGIC PRIORITY SHELTER

Maintain or increase the percentage of households living in adequate dwellings in 48 refugee situations, 15 situations where UNHCR is operationally involved with IDPs and 7 returnee situations

INCREASED IN 42 AND MAINTAINED IN 5 SITUATIONS



RESULTS AND ACTIONS

UNHCR operations reported increased percentages of households living in adequate dwellings in 31 refugee situations, nine IDP situations and two returnee situations. UNHCR maintained the percentage of households in adequate shelter in three refugee situations and two returnee situations. In line with the Global Strategy for Settlement and Shelter, operations with large shelter programmes are developing and implementing comprehensive shelter strategies which promote a phased approach from emergency shelter toward more sustainable shelter solutions. Throughout 2016, the Global Shelter Cluster, co-led by UNHCR and the International Federation of Red Cross and Red Crescent Societies (IFRC), supported 26 country-level clusters or cluster-like mechanisms, of which 11 are led by UNHCR.

OPERATIONAL HIGHLIGHTS

- In **Nigeria**, the number of households living in adequate dwellings increased by 48 per cent. Improved access to previously occupied areas enabled detailed assessments in Borno State, revealing significant shelter needs. UNHCR in partnership with the Norwegian Refugee Council, Ministry of Reconstruction, Rehabilitation and Resettlement (MRRR) and INTERSOS, assisted over 7,000 households through the provision of shelters and the distribution of shelter repair kits. UNHCR emphasised participatory shelter construction processes whereby technical support and training were provided to people of concern to upgrade existing makeshift shelters and establish drainage channels throughout settlements to help mitigate flood risks.
- In **Uganda**, UNHCR and partners responded to the large scale arrival of refugees from South Sudan, with approximately 400,000 individuals arriving in 2016. Upon arrival, refugees were allocated a plot of land and provided with a shelter kit, which is composed of plastic sheeting, poles, locally procured tools and rope. Efforts were also made to construct road networks and facilitate access to the 22 different refugee settlements located in the Arua and Adjumani districts in the north of the country.
- In **Burkina Faso**, UNHCR introduced construction material vouchers to enable refugees to upgrade their homes. This approach gives beneficiaries greater freedom in deciding the nature of the modifications and materials used. UNHCR ensured local vendors were assessed for material quality prior to the distribution of vouchers. A mobile data collection project for shelter needs assessment was

piloted to improve the quality of data and better respond to the needs of beneficiaries.

- In the **Central African Republic**, despite difficulties in accessing certain provinces due to the volatile security situation, UNHCR and partners provided emergency shelter for 39,000 people, while a further 10,000 people received support for reconstruction and rehabilitation of destroyed homes. Despite these efforts only 47 per cent of households targeted for shelter support could be reached. Major operational challenges included the lack of access to key areas due to insecurity, lack of local construction materials and, most importantly a lack of funding with only 11.5 per cent of the required funding available.

MEETING KEY CHALLENGES

The overarching challenge in providing adequate shelter solutions to displaced persons is the scale of financial investment required. The escalating numbers of people forcibly displaced around the world coupled with limited resources leads to prioritization of emergency shelter needs over progress towards more sustainable shelter solutions. This means that meeting the phased and gradual approach to shelter emphasised by UNHCR is difficult because it requires funding towards clear shelter strategies which outline the progression of the shelter response in a given operation over a number of years.

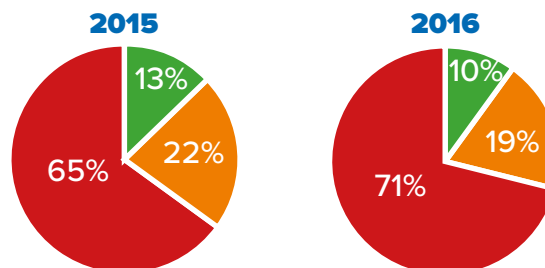
As it stands, 84 per cent of the priority countries (those countries that have shelter budgets exceeding USD 1 million) are implementing a comprehensive strategy. However, a significant number of the situations remain, to varying degrees, below acceptable threshold levels. This demonstrates the need for further financial and technical support to shelter programmes. On the other hand, it is also essential to contextualize these results and understand that limited resources often mean that operations are faced with the need to prioritize, which subsequently leads to a slower progression in reaching targets. For example, within the context of refugee operations, while 32 of 48 situations (66 per cent) are below the acceptable threshold levels, 31 of the 48 (64.6 per cent) demonstrated an improvement throughout 2016. Although these results show that the proportion of households living in adequate dwellings remains of particular concern, it is worth noting the considerable level of improvement, especially in operations with new refugee arrivals or in protracted emergencies.

GLOBAL STRATEGIC PRIORITY SHELTER (cont.)

GLOBAL AND REGIONAL INITIATIVES

- In line with the Global Strategy for Settlement and Shelter,¹³ support in developing comprehensive shelter strategies was provided to eight operations, including Cameroon, Greece and the Syrian Arab Republic.
- Twenty-nine UNHCR settlement and shelter experts and 43 experts from partner organizations (Swiss Agency for Development and Cooperation, IFRC and others) were trained in physical site planning and humanitarian shelter coordination in preparation for deployment to operations worldwide.
- UNHCR developed a Settlement Folio¹⁴ that provides practitioners with practical guidance on settlement design and organization, distribution of services such as health and education, and land utilization. The publication describes some key lessons learned for future shelter and settlement responses.
- UNHCR deployed 31 shelter and settlement experts to provide prompt technical shelter support at the onset of emergencies, such as the crises in Malawi and Uganda, as well as to ensure continued assistance to protracted situations, such as in Afghanistan, the Central African Republic and Iraq.
- Following a rigorous consultative design process involving beneficiaries and technical specialists, the specifications for a self-standing family tent were finalized and the first delivery is expected in the final quarter of 2017.

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



13 UNHCR, "Global strategy for settlement and shelter: A UNHCR strategy 2014–2018", 2014. Available from <http://www.unhcr.org/g/530f13aa9.pdf>

14 See <https://cms.emergency.unhcr.org/documents/11982/45535/Settlement+Folio/3c32977b-6c38-4568-a9c9-a438856c40c0>

GLOBAL STRATEGIC PRIORITY WATER

Maintain or increase the level of water supply in 46 refugee situations

INCREASED IN 18 SITUATIONS AND MAINTAINED IN 24 SITUATIONS

18

24

TOTAL OF 46 SITUATIONS

RESULTS AND ACTION

UNHCR operations reported increased levels of water supply in 18 refugee situations and maintained levels in 24 situations. Detailed data collected through the UNHCR's Water, Sanitation and Hygiene (WASH) Monitoring System *TWINE* indicated a slight improvement from the prior year. In 2016, 94 per cent of sites reported a daily supply of water greater than 15 litres per person, the UNHCR standard for emergency situations, with half of sites attaining a water supply beyond 20 litres per person. Access to water supply decreased in four situations, all related to the large-scale arrival of South Sudanese refugees into Ethiopia, Sudan and Uganda, where the rate of refugee inflow and insufficient funding inhibited the ability of UNHCR and its partners to scale up water supply operations to match the sharp rise in the refugee population. UNHCR is continuing to support cost-efficient and environmentally sustainable water supply solutions through installation of solar powered water pumping systems. Moreover, with increasing numbers of refugees living in urban areas, and in line with the United Nations Sustainable Development Goal 6 that aims to ensure access to water and sanitation for all, UNHCR is also working towards greater integration of refugee water supply services with national development plans and management structures.

OPERATIONAL HIGHLIGHTS

- In **Kenya** and the **United Republic of Tanzania**, UNHCR improved access for refugees to safe water through cost-effective long-term solutions that minimized negative environmental impacts. By the end of 2016, all 29 boreholes in the Dadaab camps in Kenya and in Nyarugusu and Nduta camps in the United Republic of Tanzania were powered by solar-hybrid water pumps, which realized savings of 50 per cent in operating costs through reduced use of diesel fuel.
- In **Rwanda**, UNHCR is increasing the capacity and sustainability of water supply systems by making investments in durable systems align with national development plans. In November 2016, a water treatment plant was opened in Mahama camp with enough capacity to provide safe drinking water to both the current camp population and potential new arrivals in the long term.
- In **Kenya** and **Jordan**, UNHCR is investing in large-scale studies to support the monitoring of groundwater resources through daily automated measurements to ensure that the sustainability of aquifers is not hindered by ground water extraction.

MEETING KEY CHALLENGES

A majority of refugees are hosted in urban areas. However, most tools relating to provision and monitoring for water supply activities have been developed for camp-based or rural settlement settings. UNHCR is exploring new ways of engaging with municipal authorities and urban water service providers to ensure refugees in urban areas have access to essential water supply services. The growing scale of emergencies also poses other challenges in meeting the required standards for water provision, in particular where rapid increases in the number of refugees have overwhelmed existing water supply systems.

UNHCR works to rapidly expand emergency water supplies to meet the required standards. However, finding suitable sources of water in arid areas has proved difficult, and so UNHCR works with hydrogeologists and engineers to assess these challenges and design suitable solutions for water-scarce locations. In meeting these challenges, UNHCR deployed WASH staff to support responses to emergencies in Cameroon, the Democratic Republic of the Congo, Ethiopia, Uganda and the United Republic of Tanzania. Specialists assisted with water supply strategy development and implementation, coordination and technical support to address priority water supply issues. UNHCR has signed two rapid emergency response agreements with Oxfam and the International Rescue Committee (IRC) which have proven experience and expertise in water supply emergency preparedness and response.

GLOBAL AND REGIONAL INITIATIVES

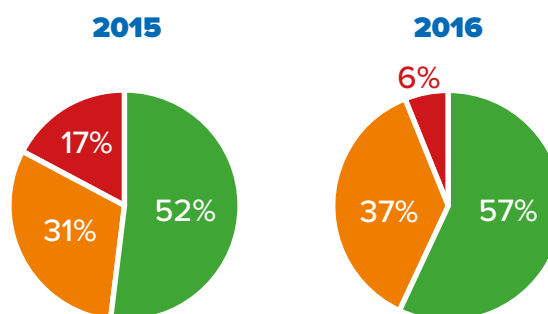
- In working towards Sustainable Development Goal 6 on sustainable water and sanitation for all, UNHCR advocated for national governments and development actors to include refugees, stateless people and IDPs in national water supply development plans.
- UNHCR continued to expand the use of new technologies to reduce the long term costs of water supply. In particular, increased use of solar energy for water pumping leads to savings on diesel fuel costs of 50 to 80 per cent and environmental benefits.
- UNHCR finalized the development of an analysis tool to assess the cost of water supply, which will be used to analyse UNHCR cost and service level data and define cost benchmarks for improved planning, budgeting and effective management of water supply systems in refugee operations.

GLOBAL STRATEGIC PRIORITY WATER (cont.)



- The WASH GIS Portal, a dedicated UNHCR website,¹⁵ was developed as a resource point for all WASH partners working in refugee situations. At the website, users can find the UNHCR WASH manual and guidelines, the new UNHCR borehole geo-database and an emergency WASH toolkit, together with other essential WASH resources.
- UNHCR completed a review of cash based interventions for WASH programmes in refugee settings and published a report of findings¹⁶ to help guide UNHCR and partners on appropriate use of cash to deliver WASH assistance in refugee programmes.
- Capacity of UNHCR staff and partners to deliver improved water supply services has been strengthened through training on WASH in emergencies (90 WASH standby partners and UNHCR staff from East Africa and Middle East and Europe), in applied hydrogeology (15 WASH staff from Africa and Middle East) and in WASH monitoring (42 WASH staff and partners in Ghana and Niger).

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

¹⁵ See <http://wash.unhcr.org/>

¹⁶ UNHCR, "Cash based interventions for WASH programmes in refugee settings", 2016. Available from <http://wash.unhcr.org/download/cash-based-interventions-for-wash-programmes-in-refugee-settings/>

GLOBAL STRATEGIC PRIORITY

FEMALE PARTICIPATION IN LEADERSHIP

Seek improved participation of women in leadership/management structures in 54 refugee situations and 4 situations where UNHCR is operationally involved with IDPs

INCREASED IN 32 AND MAINTAINED IN 4 SITUATIONS



RESULTS AND ACTIONS

UNHCR operations improved the participation of women in leadership/management structures in 29 refugee situations and three IDP situations, and maintained the existing level of participation in four refugee situations. In line with the Age Gender and Diversity Policy, UNHCR operations followed a community-based approach to encourage women's participation in decision-making activities, which included setting up community-based protection networks (CBPNs) to promote community participation and mobilization. To strengthen the quality of engagement, UNHCR operations also provided various trainings to elected representatives and community volunteers on issues such as child protection, forced/early marriages and the prevention of sexual and gender-based violence (SGBV).

OPERATIONAL HIGHLIGHTS

- In **Turkey**, UNHCR supported existing and newly established women's committees by providing them with training on advocating for the elimination of child marriages within their communities. A refugee outreach volunteer (ROV) programme was developed to increase community mobilization and empowerment; 45 per cent of the selected ROVs were women.
- In **Malaysia**, UNHCR continued to encourage female leadership by including female leaders in UNHCR's regular monthly leaders' meetings, workshops and trainings on leadership and gender awareness. These efforts resulted in a 43.2 per cent increase in the participation of female leaders, with 199 female refugees participating in management and decision-making roles.



GLOBAL STRATEGIC PRIORITY FEMALE PARTICIPATION IN LEADERSHIP (cont.)

- In **Lebanon**, UNHCR supported the formation of 230 community groups linked to community centres, collective sites and neighbourhoods. These groups included approximately 3,000 persons of concern, including youth, Lesbian, Gay, Bi-Sexual, Transgender and Intersex (LGBTI) persons, older persons and persons with specific needs. Of the members, 65 per cent were women of differing ages. The community groups share information about available services for the community and mobilize individuals to participate in centre and outreach activities.
- In **Kenya**, UNHCR provided trainings to 77 community leaders on addressing the prevalence of SGBV within their communities; 74 per cent of those trained were women. A key outcome of the trainings was the identification of 200 female leaders (aged 24 to 35 years) from all camps to work as mentors to girls living in the camps.

MEETING KEY CHALLENGES

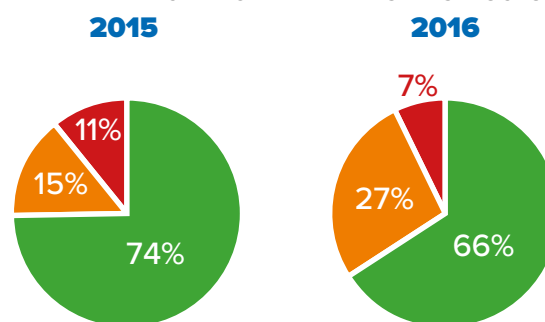
Competing and heavy responsibilities, which otherwise willing and motivated women need to meet in their daily lives, remains a key challenge to female participation in leadership. In particular, participation is impeded when it does not bring about a form of remuneration and when social attitudes prevent women's participation in the public realm. Operations, such as Cameroon, attempted to overcome social barriers by conducting community awareness-raising campaigns on key protection issues such as the importance of girls' education, civil documentation, and the risk of early marriage. Operations, such as Uganda, have also identified that gender sensitization activities often focus on women and do not include men, which can inhibit efforts to promote gender equality.

GLOBAL AND REGIONAL INITIATIVES

- The UNHCR Review of Gender Equality in Operations¹⁷ collected and analysed data from over 70 UNHCR operations and the findings were presented to the UNHCR Standing Committee. The paper reported on progress, challenges, good practices and proposed solutions in further integrating gender equality into UNHCR's daily work and will inform the revision of UNHCR's Commitments to Refugee Women.
- UNHCR's annual Age, Gender and Diversity (AGD) accountability report for 2015¹⁸, published mid-2016, analysed good practices on AGD implementation across UNHCR's operations. UNHCR initiated the development of an e-learning course on gender equality to be released in 2017. The first research paper in the series of good practices on gender equality programming in humanitarian situations that showcases the Middle East and North Africa (MENA) region has been finalized.

- UNHCR continues to participate in the Inter-Agency Standing Committee's (IASC) Gender Reference Group, and is a member of the Gender Standby Capacity Project (GenCap) Steering Committee. In 2016, UNHCR actively participated in the process of updating the IASC publication "Women, girls, boys & men, different needs – equal opportunities, a gender handbook for humanitarian action" and through collaboration with the UNHCR-led clusters has provided support to the revision of the IASC Gender Marker.

FEMALE PARTICIPATION IN LEADERSHIP STRUCTURES



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

17 See <http://www.unhcr.org/protection/women/57f3b9a74/unhcr-re-view-gender-equality-operations-2016.html>

18 See <http://www.unhcr.org/5769092c7.pdf>

GLOBAL STRATEGIC PRIORITY COEXISTENCE

Seek improvement in relations between people of concern and local communities in 65 refugee situations

IMPROVEMENTS IN 34 SITUATIONS

34

TOTAL OF 65 SITUATIONS

RESULTS AND ACTIONS

Operations reported improvements in peaceful coexistence between persons of concern and host communities in 34 situations. UNHCR implemented community support projects to address the shared needs of host communities and persons of concern, including in the areas of primary and secondary education; infrastructure; health; water, sanitation and hygiene; and nutrition. These projects helped foster mutual understanding and relationships within communities. UNHCR also conducted awareness-raising workshops, trainings, and sensitization campaigns in accordance with the needs and capacity of local communities to promote peacebuilding and conflict resolution.

OPERATIONAL HIGHLIGHTS

- In **Costa Rica**, UNHCR hosted a week-long series of events around Refugee Day that included a symphony orchestra concert, a movie forum and a soccer match dedicated to refugees. Sensitization campaigns framed the event series with slogans such as “Friendship without Borders” and “Thank You for Welcoming Us”. The events raised awareness about refugees in Costa Rica and bolstered the relationship between refugees and the host community.
- In **Nigeria**, UNHCR trained IDPs and host community members in peacebuilding and conflict resolution strategies through workshops and a stakeholders’ conference reaching over 3,000 people. These events built IDPs’ capacities in community-based protection and enhanced their understanding of peaceful coexistence issues. The training directly addressed the long-standing conflict and mistrust observed between community members and persons of concern.
- In **Lebanon**, UNHCR allocated USD 10.3 million to community projects to support the needs of Syrian refugees and their host communities, with 17 WASH, public infrastructure and social cohesion projects completed in 20 villages. These projects increased a shared sense of ownership among refugees and local host communities.
- In **Turkey**, UNHCR launched community support projects that addressed issues arising out of hosting a large refugee population. Local municipalities submitted 30 proposals, 14 of which were approved and implemented in 2016. The community support projects included sports activities in neighbourhoods hosting a high proportion of refugees, and the creation of a call centre to provide legal advice and counseling services.

MEETING KEY CHALLENGES

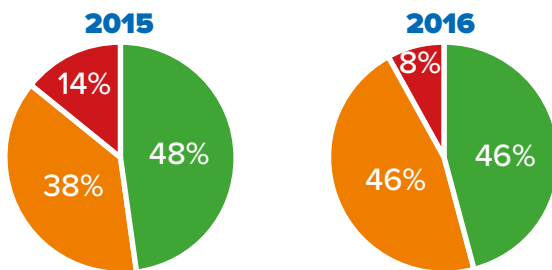
Operations repeatedly cited lack of funding and insufficient resources as barriers to meeting community needs and implementing coexistence projects. Limited access to basic and social services among host communities can reportedly lead to a belief in those communities that persons of concern are privileged because of the different services available to them. This perception, along with conflicts over access to natural resources and limited access to safe employment, fueled xenophobia and deepened mistrust between refugees and host community members and even led to violence in some locations. To address these challenges, staff advocated with NGOs and governments to establish collaborative partnerships on rehabilitation and development projects. Some operations focused on establishing and strengthening community-based protection action groups to enable community participation and protection, while others emphasized involving the host community in livelihoods projects. Operations also often stressed utilizing all available resources and public information campaigns via community radio, community discussions and workshops.

GLOBAL AND REGIONAL INITIATIVES

- UNHCR, as part of the Youth Initiative Fund, supported community protection projects designed and led by young people. Protection challenges addressed by youth-led projects include peaceful coexistence, domestic violence, child protection and female genital mutilation.
- UNHCR promoted new linkages between displaced persons with disabilities and local disability actors, including organizations of persons with disabilities, to strengthen advocacy at national levels. This led, for example, to the launch of a number of advocacy initiatives by the European Disability Forum to promote the rights of refugees in Europe. Further, in Rwanda, a local organization for persons with disabilities started implementing inclusive sports activities in refugee camps.
- UNHCR developed and launched a comprehensive pilot learning program on community-based protection. The course seeks to strengthen the technical skills of UNHCR staff working with communities in the field and includes a focus on fostering collaboration and mutual support between displaced and host communities.

GLOBAL STRATEGIC PRIORITY COEXISTENCE (cont.)

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 STRATEGIC PRIORITY SELF-RELIANCE

Maintain or increase the percentage of people of concern who are supported to improve their business/self-employment opportunities in 38 operations

IMPROVEMENTS IN 23 OPERATIONS; MAINTAINED IN 3 OPERATIONS

23

3

TOTAL OF 38 OPERATIONS

RESULTS AND ACTIONS

The percentage of persons of concern who are self-employed or operating their own businesses increased in 23 operations and was maintained in three operations in 2016. By making a safe and sustainable living, persons of concern become self-reliant and can lead active and productive lives. They are able to meet their basic needs, contribute to their dignity and fully enjoy their rights. This process also enables them to build strong social, economic and cultural ties with their host communities.

UNHCR operations focused on prioritizing the economic inclusion of persons of concern by incorporating them into existing development and poverty alleviation programmes, financial systems and labor forces. UNHCR also worked with private sector partners, NGOs and social enterprises when developing pathways for persons of concern to gain access to global markets¹⁹ where they can sell products and find employment opportunities. Moreover, through continuation of the Graduation Approach,²⁰ an expanded population of the extreme poor and vulnerable was targeted with a combination of social and economic assistance in an effort to lift them out of poverty. In 2016, 32 operations developed comprehensive, context-specific livelihoods strategies based on socio-economic and market data, representing a 45 per cent increase from 2015.

OPERATIONAL HIGHLIGHTS

- In **Rwanda**, UNHCR connected refugee women in Mahama camp to global markets by facilitating trainings to help them craft a product line that meets the design and quality standards of Indego Africa, a Rwandan social enterprise. The first order of refugee-made products was shipped to New York and is now available for sale globally through the company's website.²¹ Indego Africa plans to increase its orders to refugee artisans by developing a line of refugee-made products.
- UNHCR has been implementing the Graduation Approach in **Burkina Faso, Costa Rica, Ecuador, Egypt, Zambia** and **Zimbabwe** since 2014. In **Egypt**, a 2016 mid-term evaluation revealed that 750 participants from the refugee and host community found jobs, and almost 800 were starting their own businesses.

- In **Afghanistan** and **Malaysia**, UNHCR continued to expand collaboration with UNIQLO, an international clothing apparel company, which employed refugee tailors. In both countries, tailors produced two items: embroidery for tote bags currently being sold in flagship stores and charms given by the company as promotional material.
- In **Burkina Faso**, UNHCR connected refugee artisans with global markets when partnering with local social enterprise, Afrika Tiss.²² As a result of this partnership, Afrika Tiss added a new product line that was made by Malian refugees. With UNHCR's support, refugee artisans filled export orders from international buyers.

MEETING KEY CHALLENGES

While 2016 saw important progress in promoting refugees' right to work, legal, policy and administrative barriers continue to challenge access to safe and sustainable employment. UNHCR has been continuing advocacy for access to work for refugees, including through partnerships with the private sector.

Economic situations in many host countries, marked by high unemployment and poverty rates, can also create adverse conditions for refugee employment. To achieve economic inclusion, refugees must be supported as they seek to integrate as producers, workers and consumers in an effective market system. Inclusive approaches should focus on sectors where there is a potential for growth and employment for both refugees and host communities. In partnership with the International Labour Organization (ILO), UNHCR conducted market assessments and value chain analyses which led to the identification of sector based market opportunities for refugees. Identified sectors included foodservices in Egypt; farming maize, cassava and groundnuts in Zambia; and the food and beverage sector in Costa Rica. By targeting specific sectors at the local level, economic development is promoted and refugees' livelihoods improve.

19 See UNHCR, "Safe value chains". Available from <http://www.unhcr.org/safe-value-chains.html>

20 See <http://www.unhcr.org/55005bc39.pdf>

21 See <https://indegoafrica.org/>

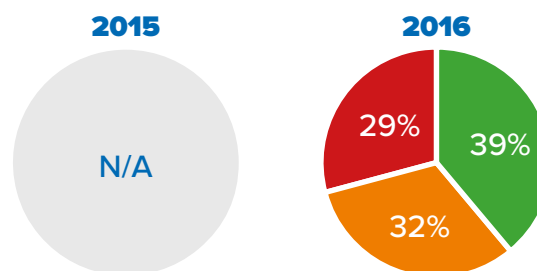
22 See <http://en.afrikatiss.org/>

GLOBAL STRATEGIC PRIORITY SELF-RELIANCE (cont.)

GLOBAL AND REGIONAL INITIATIVES

- To increase access to credit and demonstrate that microfinance can be a viable tool for refugees, the Swedish International Development Cooperation Agency (SIDA) agreed to contribute USD 15 million towards a partial credit guarantee facility (CGF). This means that SIDA will cover 50 per cent of the default in the case of loan write-offs, thereby reducing the risk for financial service providers when providing loans to refugees. The agreement will support financial service providers targeting refugees in Jordan, Kenya, Lebanon and Uganda.
- UNHCR continued building on partnerships with the ILO, the World Bank and regional bodies to support changes at the local and national level that will allow greater refugee access to labour markets. The Guiding Principles on the Access of Refugees and Other Forcibly Displaced Persons to the Labour Market,²³ adopted by the ILO Governing Board in 2016, marked an important step toward establishing the foundation for improved self-reliance.

SELF-RELIANCE

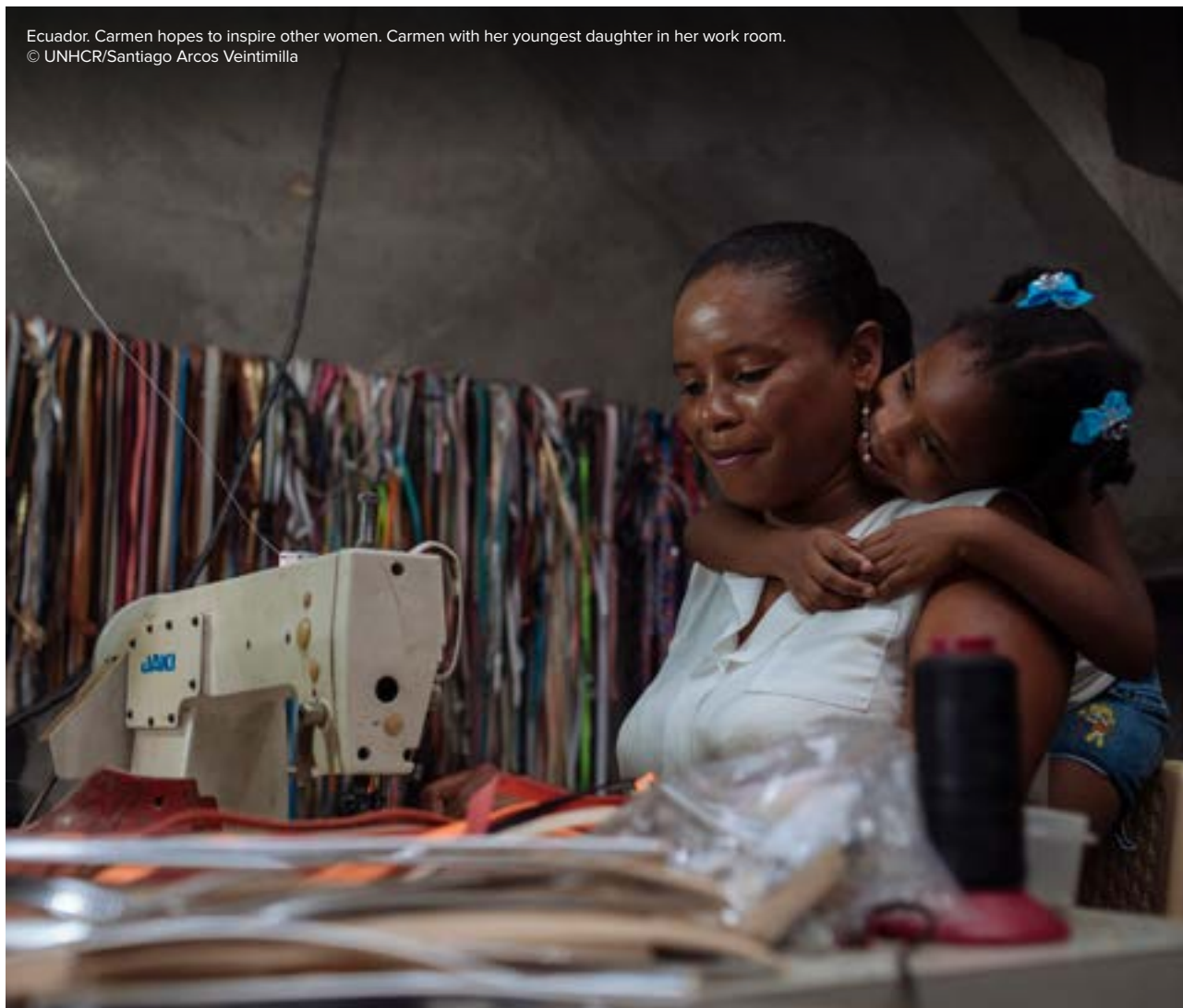


LEGEND*

- **Satisfactory**
≥33% of persons of concern (18-59 yrs) with own business/self employed for more than 12 months
- **Needs improvement**
Between 32% - 11% of persons of concern (18-59 yrs) with own business/self employed for more than 12 months
- **Unsatisfactory**
≤10% of persons of concern (18-59 yrs) with own business/self employed for more than 12 months

* According to the weighted criteria provided in the Indicators Guidance

Ecuador. Carmen hopes to inspire other women. Carmen with her youngest daughter in her work room.
© UNHCR/Santiago Arcos Veintimilla



23 Available from http://www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/---migrant/documents/genericdocument/wcms_536440.pdf

GLOBAL STRATEGIC PRIORITY EDUCATION

Seek improved enrolment rates of primary school-aged children in 96 refugee situations

INCREASED IN 61 AND MAINTAINED IN 9 SITUATIONS



RESULTS AND ACTIONS

Enrolment rates of primary school-aged children increased in 61 out of 96 refugee situations and were maintained in nine situations. Access to primary education improved, with UNHCR and partners assisting 250,000 out-of-school refugee children to enrol. Quality of education and retention of primary school children was enhanced by the support of teacher training as well as the provision of teaching and learning material and support to families. Throughout 2016, UNHCR supported the inclusion of refugees in national education systems as the most sustainable and equitable approach ensuring continuous education and certification. While the majority of countries do not place explicit restrictions on access, refugee children still face challenges to gaining equal opportunities to enrol, stay and succeed at school.

OPERATIONAL HIGHLIGHTS

- In **Turkey**, more than 59 per cent of Syrian refugee children were reported as enrolled in schools, which is the first time since the Syrian crisis commenced that this number has surpassed 50 per cent. This major achievement was facilitated by stakeholders' efforts to increase space in the national system and raise awareness of available opportunities. However, refugee children still require initial language support when transitioning to the Turkish national education system.
- In **Jordan**, the number of schools offering double school shifts increased from 98 to 200, providing space for an additional 50,000 refugee children. A certified accelerated education programme targeting 25,000 refugee children aged 9 to 12 was also established to enable those who have been out of school to catch up and reintegrate into formal education in age appropriate classes.
- In **Ethiopia**, in collaboration with the Ministry of Education, an education management information system was introduced, improving data collection to ensure more efficient compilation and systematic analysis of refugee education data for integration in national education statistics.
- In **South Sudan**, UNHCR's participation and engagement led to the inclusion of refugee education within the country's national strategic plan on education for 2017–2021.

MEETING KEY CHALLENGES

Despite encouraging progress, access to primary education remains a challenge, with an estimated 50 per cent of refugee children still not enrolled in primary school due to inflexible enrolment policies, documentation issues and certification barriers. Other challenges include children who are overage because they missed school, language barriers and curricular differences, a lack of qualified teachers, and a lack of school materials in overcrowded classrooms. Stigma leading to bullying as well as lack of safe transport to schools also remain protection challenges. In response, UNHCR is adopting a more holistic approach to education through strengthened and more diverse partnerships with governments, civil society, private and international actors. Efforts focused on developing favourable policy environments for refugees' access to national education systems emphasise the need to develop specialized language programmes, learning and psycho-social support, as well as teacher training. Strengthening education will also require the provision of flexible programmes such as accelerated education to allow children to catch up; safety and protection on the way to, from and while in school; and increased support to families in the form of cash grants. Operations also report challenges in monitoring access, retention and performance of refugee students, especially as they are increasingly included in national education systems often in urban areas, where the majority of refugees live. In meeting this challenge, country operations have adapted their education data systems to include more participatory approaches by using technology-based solutions.

GLOBAL AND REGIONAL INITIATIVES

- UNHCR's work on education is aligned to support the United Nations Sustainable Development Goal 4, by advocating that Member States include refugees in education programmes.
- UNHCR expanded partnerships with international, local and private organizations focused on education, including through a memorandum of understanding with the Global Partnership for Education. The key objective is ensuring the inclusion of refugees in planning by the education sector. In support of advocacy efforts for the inclusion of refugees in national education systems, UNHCR partnered with the UNESCO Global Monitoring Report to publish "No more excuses: Provide education to all forcibly displaced people", a policy paper.²⁴ UNHCR also published "Missing out: Refugee education in crisis", a report further highlighting challenges in refugee education.²⁵

24 See <http://en.unesco.org/gem-report/no-more-excuses>

25 See <http://www.unhcr.org/57beb5144>

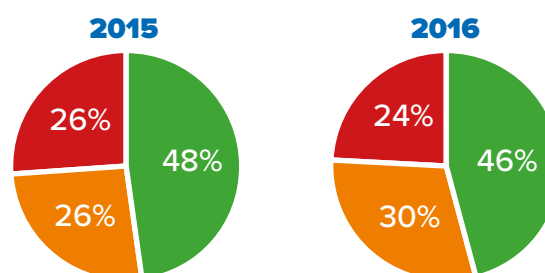
GLOBAL STRATEGIC PRIORITY EDUCATION (cont.)



Uganda. Sudanese refugee, David, a teacher at Nyumanzi Integrated Primary School © UNHCR/Jordi Matas

- The UNHCR Educate a Child multiyear programme focuses on out-of-school children and in 2016 supported over 250,000 children in gaining access to primary education in 14 different operations.
- The UNHCR led inter-agency Accelerated Education Working Group (AEWG) continued to develop tools and guidance to harmonize and standardize accelerated education programmes. In 2016, the AEWG produced uniform definitions for accelerated education; 10 Principles for Effective Practice and an accompanying guide; and began field testing this guidance in three locations including Dadaab, Kenya.
- In order to support tertiary education the **Albert Einstein German Academic Refugee Initiative (DAFI)** provides scholarships to refugees worldwide to access opportunities. Since its inception in 1992, the DAFI programme has grown considerably. The programme now supports over 4,300 refugee students studying at universities and colleges in 37 countries.
- The Refugee Teacher Working Group, a partnership of Columbia University, the United Nations and NGOs, launched a standardized pack to support the training of refugee teachers.

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 STRATEGIC PRIORITY

VOLUNTARY RETURN AND REINTEGRATION

Support refugees to return voluntarily, and in safety and dignity, in 42 situations where conditions permit

552,200 REFUGEES RETURNED VOLUNTARILY FROM 58 COUNTRIES OF ASYLUM

RESULTS AND ACTIONS

In 2016, an estimated 552,200 individuals returned to their countries of origin including to Afghanistan, Central African Republic, Côte d'Ivoire, Somalia and Sudan. UNHCR's operational role when supporting the return of refugees varies depending on context. In operations where refugees could return home safely, UNHCR worked with partners and refugees to facilitate the physical return and the sustainable reintegration of refugees in their countries of origin. In operations with no current possibility of return due to the situations in refugees' countries of origin, UNHCR focused on laying the foundation for future returns by gathering data and sharing information. In order to better understand the perspectives and priorities of refugees, including the reasons affecting their decision to remain or to return, operations conducted surveys and opened dialogues. In some cases, refugees expressed interest in returning home to areas where the situation is not currently safe for return. Although UNHCR does not promote returns to countries of origin in such circumstances, the Office nevertheless recognizes the right of all individuals to return voluntarily to their country of origin.

Support returnees in 16 situations to reintegrate in a sustainable manner, with the same access to rights as other citizens

RESULTS AND ACTIONS

In return areas, UNHCR collaborated with government actors, community-based organizations and non-governmental organizations to further the reintegration of returnees. In some operations, in order to identify protection priorities and to strengthen advocacy and programming in return areas, joint needs assessments were undertaken and new approaches to return and reintegration monitoring were implemented. UNHCR's engagement focused on strengthening existing community structures. Efforts included rehabilitating health facilities and schools and building capacity of local law enforcement officers and civil servants. UNHCR also implemented activities in direct support of returnees, including supporting access to civil documentation, providing housing assistance and supporting livelihoods activities with the aim of facilitating socio-economic reintegration.

OPERATIONAL HIGHLIGHTS

- Returns to **Côte d'Ivoire** have now resumed from all countries in the region, and more than 20,000 refugees have returned home since December 2015. UNHCR expects to facilitate the voluntary repatriation of a further 13,700 people during 2017 as part of the Comprehensive Regional Durable Solutions Strategy for Refugees from Cote d'Ivoire. Support for voluntary repatriation was provided, in the context of the Comprehensive Solutions Strategy for Rwandan Refugees, to over 5,500 **Rwandan** refugees who returned in 2016, mainly from the Democratic Republic of the Congo.
- Despite reports of increased levels of internal displacement, insecurity and violence in Afghanistan, 2016 saw a surge in the return of **Afghan refugees from Pakistan**, with more than 370,000 registered Afghan refugees – a 12 year high – returning home.
- An estimated 37,000 people returned **to Somalia from Kenya**, despite a fragile security and socio-economic environment in the country, including limited infrastructure rehabilitation and constraints on the delivery of basic public services. This brings the total number of returnees to more than 45,000 since December 2014.

MEETING KEY CHALLENGES

In return contexts, UNHCR's priority remains ensuring that returns are voluntary – requiring both information and the ability to exercise a free choice. Conditions in countries of asylum, particularly in some long-standing situations, have led some refugees to report that their decision to return was based on a lack of viable options for protection and solutions elsewhere. UNHCR is concerned that in Afghanistan, the pace of returns in 2016 outstripped the country's capacity to help people reintegrate after years, in most cases decades, of refuge in the Islamic Republic of Iran, Pakistan or other parts of the world. Against such complex backdrops, in Afghanistan and other operations, UNHCR continued to work closely with authorities, counsel and assist returning refugees, and to monitor returns as far as possible. UNHCR also advocates further efforts to create conditions for sustainable return.

With some context specific variations, UNHCR's return and reintegration monitoring revealed the main challenges faced by refugees upon return to be access to civil documentation, housing, land and property, and livelihoods. An in-depth understanding of these challenges is central to UNHCR as it allows to target and strengthen advocacy efforts and

GLOBAL STRATEGIC PRIORITY VOLUNTARY RETURN AND REINTEGRATION (cont.)

programming in current and future return areas. At the same time, ongoing return monitoring allowed UNHCR to share updated information with refugees in countries of asylum about the situation in their countries of origin.

GLOBAL AND REGIONAL INITIATIVES

- In the New York Declaration, adopted on 19 September 2016 by the United Nations General Assembly, States committed to actively promote sustainable and timely return for refugees in safety and dignity, encompassing repatriation, reintegration, rehabilitation and reconstruction. The comprehensive refugee response framework, annexed to that Declaration, highlights actions aimed at bringing about conditions conducive to return.



GLOBAL STRATEGIC PRIORITY

LOCAL INTEGRATION

Support local integration in 42 refugee situations where conditions permit

IMPROVEMENTS IN 30 SITUATIONS

30

TOTAL OF 42 SITUATIONS

RESULTS AND ACTIONS

UNHCR continued to work with governments and partners to address all aspects of local integration by progressively improving enjoyment of rights and facilitating access to national services for populations of concern, with 30 countries reporting improvement in local integration efforts. Throughout the year, UNHCR supported several countries in the development of national integration strategies aimed at ensuring a comprehensive and targeted approach to integration. Operations supported progress towards the different dimensions of integration by, for example, working with the private sector and governments to facilitate access to labour markets. UNHCR expanded partnerships with government counterparts at national, regional and local levels. UNHCR also pursued a wider engagement of civil society, strengthening their engagement by expanding collaboration with non-governmental organizations and volunteers.

OPERATIONAL HIGHLIGHTS

- In **Armenia**, the Adopt a Family project linked 45 Syrian families with local volunteers, offering basic orientation, guidance, referrals and emotional support to newly arriving Syrians.
- In **France**, support was extended to several citizen-led initiatives, including the design of a photo exhibition and a video of talented refugees with Action Emploi Refugies to promote refugees' access to employment.
- In **Ecuador**, UNHCR continues to implement an agreement with the Ministry of Economic and Social Inclusion to facilitate the integration of refugees in national policy and programmes. UNHCR also supports the civil registry of refugees, facilitating their access to basic services and formal employment.
- In the **United Republic of Tanzania**, by the end of 2016 relevant Government agencies had distributed a total of 151,019 citizenship certificates, out of the total 162,156

Greece. Sewing classes for refugee women. Yezidi women take up sewing at the open accommodation site of Petra Olympou. Thanks to funding by the EC-Humanitarian Aid, five sewing machines were procured and transported to the site on 29 August 2016. They are used by refugee women, in groups of 20, who engage in sewing with the help of the NGO IsraAID. © UNHCR/Yorgos Kyvernitis



GLOBAL STRATEGIC PRIORITY LOCAL INTEGRATION (cont.)

naturalized Burundians, out of an estimated 200,000 who are eligible. In addition, UNHCR advocacy led to the inclusion of older persons in refugee settlements in the Government's national health programme. The programme provides free medical services to senior citizens.

- In **Uganda**, training of mediators resulted in fewer conflicts between refugees and host community members and increased access of refugees to natural and social resources.

MEETING KEY CHALLENGES

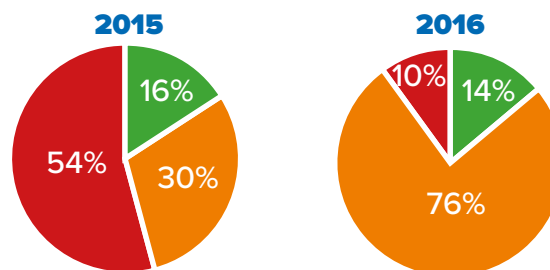
Access to labour markets continues to be challenging for refugees in many countries, either due to restrictive legal frameworks or practical obstacles, such as high unemployment rates or lack of requisite language skills. To address the challenges faced by refugees, UNHCR has strengthened partnerships with key international actors, including the ILO and the Organization for Economic Cooperation and Development (OECD), and continues to advocate with host countries for the removal of formal and practical obstacles to economic inclusion. Securing durable legal integration by obtaining permanent residency or nationality also remains challenging in many countries, due to complicated, lengthy or costly procedures. UNHCR continues to advocate for the development of legal and policy frameworks that facilitate access to durable residence status in countries of asylum.

GLOBAL AND REGIONAL INITIATIVES

- In west Africa, UNHCR explored opportunities with States to develop strategies for the integration of refugees through assisted processes for naturalization or alternative legal residence status. West African legal frameworks, including the Economic Community of West African States (ECOWAS) Protocol Relating to Free Movement of Persons, Residence and Establishment, are modalities for collectively exploring solutions.
- In Europe, UNHCR worked with the OECD and employers to promote labour market integration of refugees when operationalizing a memorandum of understanding signed in June 2016. In the second half of 2016, UNHCR and the OECD carried out a series of regional business dialogues with employers and employers' associations in Europe, in order to better understand the challenges they face when employing refugees and to identify good practices in overcoming them. Key findings from the consultations were published in a joint UNHCR-OECD policy brief and have been promoted among key stakeholders.²⁶

- UNHCR also strengthened its collaboration with the ILO, signing an updated memorandum of understanding in July. As a central area of collaboration, UNHCR provided technical input for the development of the Guiding Principles on the Access of Refugees and other Displaced Persons to Labour Markets,²⁷ which were adopted at the ILO Governing Body session in November. The principles provide an important new framework for ILO, UNHCR and partners to promote refugees' full enjoyment of the right to work.

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

26 See <https://www.oecd.org/els/mig/migration-policy-debates-10.pdf>

27 See http://www.ilo.org/wcmsp5/groups/public/---ed_protect/---protra-v/---migrant/documents/genericdocument/wcms_536440.pdf

GLOBAL STRATEGIC PRIORITY RESETTLEMENT

Seek to maintain or increase the percentage of people submitted for resettlement among those identified in need of resettlement, thereby supporting solutions in 74 situations

162,600 REFUGEES WERE SUBMITTED FOR RESETTLEMENT, OUT OF 1,150,000 REFUGEES IN NEED OF RESETTLEMENT

162,600

RESULTS AND ACTIONS

In 2016, UNHCR submitted over 162,600 refugees for resettlement, a 21 per cent increase compared to 2015. UNHCR in close cooperation with the International Organization for Migration (IOM), assisted more than 125,600 refugees to depart to a resettlement country, a 53 per cent increase compared to the previous year. Syrians continued to be the largest refugee group benefitting from resettlement in 2016, with more than 77,200 Syrians submitted for resettlement, increasing from 53,000 in 2015. Since 2013, UNHCR has submitted more than 156,000 Syrians to resettlement States, the majority of which were to the United States of America (43 per cent) and Canada (21 per cent). The Democratic Republic of the Congo was the country of origin with the second highest number of refugees for resettlement, with more than 22,900 submitted in 2016, mainly to the United States of America. The main countries receiving UNHCR refugee referrals were the United States of America (107,000) with nearly 66 per cent of all submissions, followed by Canada (19,400), the United Kingdom of Great Britain and Northern Ireland (8,900), Australia (4,600), France (4,500) and Norway (3,600). Resettlement is a critical durable solution that has helped the most at-risk and vulnerable among refugee communities to find a safe and durable solution in a third country.

OPERATIONAL HIGHLIGHTS

- In **Jordan**, the initial target of 6,000 submissions was greatly surpassed, with 30,106 individuals submitted for resettlement. Thanks to strong support from a number of resettlement States with respect to meeting targets.
- In **Niger** resettlement became an important mechanism for providing protection to vulnerable refugees at risk. To strengthen resettlement, the Niger operation developed new Standard Operating Procedures, and developed training and outreach programmes for refugee communities, UNHCR staff and external partners.
- In **Malawi**, UNHCR received approximately 1,200 submissions for resettlement. This represents the highest number in recent years and is due to improved identification of refugees, profiling through proGres and implementation of an external referral mechanism.
- In the **Congo**, mechanisms have been developed for communicating with refugees on resettlement issues to help manage expectations and assist in building trust between refugees and UNHCR.

MEETING KEY CHALLENGES

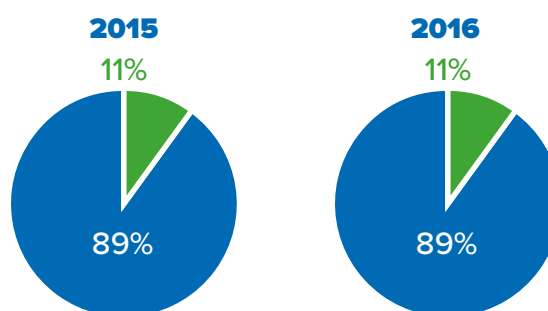
In 2016, the global need for resettlement exceeded 1 million places for the second year in a row, with resettlement needs continuing to far outnumber available resettlement places. Resettlement can also be difficult in some environments where volatile security situations prevent resettlement countries

from conducting missions despite large populations with strong vulnerabilities in need of resettlement, as in Yemen and the Syrian Arab Republic. This challenge is being met with the adoption of digital video conferencing facilities that have enabled States to conduct interviews thus allowing resettlement to continue. UNHCR is working with resettlement States to reduce the time between interview, acceptance and completion of departure formalities, however, it is sometimes an arduous process.

GLOBAL AND REGIONAL INITIATIVES

- Resettlement training activities increased in 2016, with over 800 staff and members of affiliate workforce participating in learning programmes, including on-the-job training workshops and thematic webinars.
- UNHCR developed projects to reduce the levels of burnout and secondary trauma and improve access to psychological support for staff working in individual case processing.
- Training on investigation of resettlement fraud committed by persons of concern was conducted for integrity officers and anti-fraud focal points in the field. Integrity officers and anti-fraud focal points play a key role in fraud prevention by providing advice, guidance and training on preventing and addressing fraud committed by persons of concern. Headquarter teams with registration, refugee status determination (RSD) and resettlement specialist conducted four technical anti-fraud missions to Cameroon, Ecuador, the Kurdistan region of Iraq and Pakistan to support field operations in increasing their risk awareness and in strengthening protection procedures to minimize vulnerability to fraud.
- The global leaders' summit was hosted in the United States of America in September 2016 with the objective to increase funding, admit more refugees through resettlement and complementary pathways. Several countries made pledges to offer more resettlement places in the future.

RESETTLEMENT



■ Outstanding resettlement needs
■ Resettled refugees



Malaysia. Kavita Subramaniam, Age 22, has the skills and talent to be a teacher but due to her stateless status works at a grocery store. She said, 'When I realised that I would not be able to go to university to learn how to be a teacher, I tried to get a job in my local nursery school. I made it to the end of the interview process, they wanted to give me the job but because I could not open a bank account they refused to hire me. I work as a cashier in an Indian mini-market. It's cash in hand. I'm grateful for the work but it's a dead-end job.' © UNHCR/Roger Arnold



Iraq, IDPs from west Mosul reach safety. Mohammed, 42, fled his home in west Mosul along with his wife and three young daughters two weeks ago. They had been in hiding from militants for over 2 years as Mohammed was wanted because of his job with the Iraqi Government. They escaped to the east of the city and eventually a camp in the Kurdistan region of Iraq by rowing across the Tigris river at night. "I took the risk of crossing the river because of my family. For me I didn't care anymore. I knew they would find and kill me eventually." © UNHCR/Ivor Prickett

2016 Progress at a glance

Support and Management GSPs

Financial management

UNHCR further strengthened the financial management capacity of the Office by issuing new guidance and tools, and providing advanced learning opportunities and timely financial information.

The financial statement for 2016 was developed in full compliance with IPSAS accounting standards.

New financial procedures for cash-based interventions (CBIs) were adopted to strengthen financial control.

International protection

Legal advice, guidance and operational support on a range of protection issues was provided to operations and States, including on legal obligations and individual rights of people of concern.

UNHCR joined the World Bank's Identification for Development (ID4D) initiative to promote improvements to civil registration and vital statistics programmes.

In support of the #IBelong Campaign to end statelessness by 2024, UNHCR published a global strategy and implementation plan, and issued a "Good practice paper on statelessness determination procedures."

Information and communications services

The ICT support for emergency operations was further strengthened through deployment of 25 ICT officers to emergency situations and release of enhanced operational guidelines for ICT emergency support.

In order to strengthen corporate IT security, a specialized e-learning programme on cybersecurity issues was released.

Coordination

The three Global Clusters for Protection, Shelter and Camp Coordination and Camp Management provided guidance and field support to cluster members and field coordinators in more than 25 operations, including through the deployment of surge capacity staff and technical specialists.

Programme management

A new policy and strategy on the institutionalization of CBIs in UNHCR were launched, and more than 700 staff and partners were trained on establishing and managing CBIs.

Workshops and trainings were conducted for programme staff and further improvements were made to the range of corporate tools available for applying results-based management.

Emergency preparedness and response

UNHCR increased the number of regional warehouses to ensure rapid delivery by air, sea and road to emergency operations.

More than 373 trained staff from emergency standby rosters were deployed to emergencies.

Emergency preparedness and response capacity was enhanced through 37 country and regional workshops.

UNHCR developed a new diagnostic tool, the high alert list for emergency preparedness (HALEP), to guide operations on enhancing emergency preparedness in situations where early warning mechanisms indicate risk of displacement.

Mobilization of support

The level of donor support to UNHCR reached over USD 3.902 billion, with income from the private sector of USD 352 million.

There are close to 1,000 references daily in the media to the work of UNHCR. The number of visitors on UNHCR's website pages increased by 11 per cent.

Human resources

Senior management group on gender, diversity and inclusion advanced efforts in mainstreaming workforce diversity.

Substantive e-learning programmes were developed in key areas, such as CBIs, supply management and security awareness.

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

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 continued to further strengthen the financial management capacity of the Office with new guidance, tools, learning opportunities and provision of timely financial information for decision making. While issuing monthly executive financial reports for each operation to facilitate better monitoring, oversight, analysis and decision-making processes, UNHCR advanced in upgrading its enterprise resource planning system. The upgrade is central in providing management with more reliable and timely information for decision making to enable resources to be deployed in the most effective and efficient manner. In this context, UNHCR will use Governance, Risk, and Compliance (GRC) tool to ensure regulatory compliance with strong segregation of duties across all levels of the organization and critical business applications while continuously monitoring financial transactions.

In addition to regular training on financial management and conducting missions to support field operations, UNHCR launched a new basic accounting learning programme to further enhance the financial skills of staff members. New e-learning was made available to staff to reinforce the understanding of key fraud and corruption concepts and how these actions can negatively impact UNHCR's activities and operations.

New instruction on financial procedures for cash-based interventions (CBIs) established policy and standard procedures to enhance financial management of CBIs together with appropriate financial controls. The instructions improve efficiency in managing CBIs, provide guidance on cash administration and ensure procedural consistency within the organization. The financial procedures are integrated throughout the end-to-end delivery of CBIs from budgeting, recording and approving of financial transactions; executing release of funds; reconciling general ledger accounts; and reporting and monitoring to general administration of cash-based assistance by UNHCR.

UNHCR established a multi-disciplinary working group in order to streamline existing policies and procedures regulating the planning, allocation and management of UNHCR's resources, while at the same time adopting best practices which have evolved over the course of time. Revised policy and procedures for resource planning and management are expected to be issued in 2017. An institutional undertaking to comprehensively revise the RBM system was initiated, and a cross-divisional working group to kick-start the process was established.

During the year, the Headquarters Contracts Committee reviewed 564 submissions. UNHCR prepared over 180 financial reports on received donor contributions; and 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. In 2016, OIOS issued 34 internal audit reports with a total of 166 new recommendations, while UNHCR addressed and closed a total of 191 recommendations from previous period.

KEY AREA

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

IPSAS-compliant financial statements were published for 2016. With the successful implementation of IPSAS, UNHCR adopted best practices in financial reporting, laid the foundation for greater transparency and more judicious stewardship of its resources. Regular releases of new or revised standards by the IPSAS Board are adopted as appropriate and bring benefits to UNHCR's financial reporting. While applying the new accounting standards IPSAS 34–38, UNHCR recognized the need to revise its current contractual relationships with national partners to address potential requirements for recognition in UNHCR's financial statements. UNHCR revised its Policy on Accounting for Property, Plant and Equipment to address challenges faced in applying relevant IPSAS standards. As a result of on-going efforts to rationalize and streamline financial processes, UNHCR proceeded with revising general ledger accounts within the chart of accounts.

GLOBAL STRATEGIC PRIORITY INTERNATIONAL PROTECTION

ORGANISATIONAL COMMITMENT

UNHCR's operations deliver quality protection and facilitate solutions for persons of concern and effectively advocate for their rights

RESULTS AND ACTIONS

KEY AREA

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

Strengthening policy and law for protection and solutions

UNHCR strengthened dialogue with external partners, including States, international and civil society organizations, non-governmental organizations, UN agencies and academics to increase understanding and respect of the rights of persons of concern as well as to promote solutions. UNHCR issued legal guidance, public positions, documents and analysis to promote and draw attention to legal standards and best international practice.

UNHCR headquarters provided advice and guidance to country operations and States, including on the scope of legal obligations and individual rights. In particular, UNHCR joined the World Bank's Identification for Development (ID4D) initiative to draw attention to the importance of SDG 16.9²⁸ and advocate for improvements to civil registration and vital statistics programmes as part of national development planning. The Office engaged extensively in the process that led to the adoption of the New York Declaration for Refugees and Migrants by 193 governments which vests UNHCR with the responsibility to engage with States and all relevant stakeholders in the implementation and further development of a comprehensive refugee response framework (CRRF) for situations involving large movements of refugees.

UNHCR also issued a Global Strategy and Implementation Plan for the Campaign to End Statelessness 2016–2018 and published a good practices paper on statelessness determination procedures²⁹ to support States' efforts to protect stateless persons and facilitate their naturalization. UNHCR and UNICEF launched a coalition to ensure every child's right to a nationality.

Providing operational protection and solutions support and leadership

UNHCR provided regular operational and legal advice and guidance on a breadth of protection issues. Written operational guidance was published on key themes including refugees fleeing conflict and violence; data protection; civilian and humanitarian character of asylum; mixed migration among others. UNHCR continued to support governments in the development of draft legislation on issues related to exclusion, cancellation, extradition and cessation.

UNHCR deployed 42 experts to support 29 operations as they addressed capacity gaps in responding to protection issues in the areas of Refugee Status Determination (RSD), SGBV, statelessness, child protection, comprehensive solutions and legal pathways, and registration. In addition, the expanded resettlement deployment scheme of 307 experts responded to the operational needs around the globe.

UNHCR issued "Operational guidelines on UNHCR's engagement in situations of internal displacement" and the accompanying IDP footprint, as well as an Internal Note for UNHCR Representatives on Protection Leadership in Complex Humanitarian Emergencies. These will allow for more predictable UNHCR engagement in IDP situations.

The Global Youth Consultations Process (GRYC), which started in 2015, culminated in a global consultation in Geneva in 2016, which brought together refugees and host-country youth from the national consultations. The global consultation provided a structured forum for youth to share the findings of their national consultations, identify common regional challenges, highlight youth-led actions, and suggest solutions to the challenges identified. Recommendations and core actions that were generated through the GRYC process are intended as a framework to guide humanitarian actors to shape youth-specific policy, guidance and programmes.

UNHCR support to education programmes led to enrolment of 117,000 additional out-of-school children in primary school through the Educate A Child programme in 12 countries and enrolment of over 7,000 students in higher education through DAFI

28 Provide legal identity for all including free birth registrations.

29 UNHCR: *Good Practices Paper – Action 6: Establishing Statelessness Determination Procedures to Protect Stateless Persons*, July 2016.

GLOBAL STRATEGIC PRIORITY INTERNATIONAL PROTECTION (cont.)

scholarships and connected learning around the world. It also convened a high-level advisory group on gender, forced displacement and protection to develop innovative ways to mitigate protection risks, bolster capacity, and improve protection of refugees and others of concern, and empower women and girls.

UNHCR developed targeted learning programmes on mixed migration, RSD, country of origin information, interview techniques, community-based protection measures and LGBTI protection to further build the capacity of its staff to respond to specific protection issues effectively. Workshops and training sessions were effective means to help improve also the capacities of partners and government officials, as well as to promote knowledge exchange and collaboration.

Enhancing comprehensive protection and solutions management

As part of UNHCR's move towards multi-year planning, the organization supported efforts to develop and implement multi-year, multi-partner protection and solutions strategies in six pilot countries. With a view to strengthen results-based protection planning, programming and monitoring, a Programming for Protection (P4P) learning programme was launched in three pilot operations. P4P aims to increase capacities of multi-functional teams in field operations and support them as they programme for protection and solutions in an integrated manner.

Twenty-three country operations benefitted from targeted, specialized child protection and SGBV support through deployments and support missions. These operations were assisted in establishing quality SGBV and child protection programmes as part of their emergency response and longer-term protection and solutions strategies. The approach resulted in improved protection outcomes for refugee, IDP and stateless children.

By the end of 2016, through deployees and additional staff recruited in the field, UNHCR delivered close to 161,000 resettlement referrals, which is a record number, and an increase of 20 per cent from 2015 referrals of 134,044. The Resettlement Innovation Project was launched with the aim of ensuring that UNHCR's resettlement activities are more strategic, efficient and fit for purpose while safeguarding quality and integrity of the process. The Syria Core Group, with 27 participating States, 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.

GLOBAL STRATEGIC PRIORITY

INFORMATION AND COMMUNICATIONS SERVICES

ORGANISATIONAL COMMITMENT

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

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. By the end of 2016, all legacy Novell systems had been replaced with more advanced Microsoft infrastructure. Network redundancy and automatic switch between VSATs and local internet service providers (ISPs) were addressed in over 200 field offices. In partnership with Vodacom, UNHCR erected a 3G tower in Nyarugusu camp in the United Republic of Tanzania to provide mobile connectivity for refugees, and arranged locations for 33 connectivity hotspots for refugees in Greece in partnership with NetHope, Disaster Tech Lab and Vodafone.

An important update for UNHCR's new refugee case management and processing tool, *proGres in Partnership*, was released in August 2016. By year-end, the tool had been deployed to 15 operations where it is used by a number of UNHCR partners, including host governments, to standardize registration and case management practices across operations. The new Biometric Identity Management System (BIMS) had been deployed to 24 operations with over 1.1 million refugees successfully enrolled. A distribution system which uses BIMS to biometrically verify the identities of food collectors at the point of distribution was piloted in Kenya's Kakuma camp. This new approach provides a faster, more secure and more resource-efficient alternative to conventional food distribution processes. UNHCR also continued to improve internal information and telecommunication systems. It established a simplified cloud-based video conference system (WebEx) across UNHCR operations and updated UNHCR's enterprise resource planning tool, MSRP, to better cater for human resource management needs.

UNHCR increased its efforts to mitigate cybercrime and hacking risks with the implementation of a desktop malware protection tool worldwide and enhancement of Geneva network security by deploying a sophisticated intrusion detection system as a preventive measure. In collaboration with Global Learning Centre, the Information Security Awareness Programme, a comprehensive e-learning course, was developed to educate UNHCR users on cybersecurity and the importance of safeguarding data of people of concern in line with UNHCR's Policy on Data Protection.

As part of its robust emergency response, UNHCR developed operational guidelines for ICT emergency support, and improved tracking system of available candidates for emergency deployments. In 2016, UNHCR deployed 25 ICT officers to humanitarian communities in multiple, concurrent emergency situations, and a senior ICT emergency coordinator to oversee the delivery of ICT services in the South Sudan situation.

GLOBAL STRATEGIC PRIORITY HUMANITARIAN COORDINATION

ORGANISATIONAL COMMITMENT

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

RESULTS AND ACTIONS

KEY AREA

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

In 2016, UNHCR led 25 country-level protection clusters or other inter-agency protection coordination mechanisms, with some eight national protection clusters co-led with a government counterpart and an additional eight clusters co-facilitated by INGOs. The Global Protection Cluster (GPC) continued close collaboration with UNICEF, UNFPA, UNMAS and NRC, the lead organizations in the areas of child protection, sexual and gender-based violence, mine action, and housing, land and property, to ensure a coherent and integrated protection response.

Based on extensive consultations, the GPC developed a Strategic Framework (2016–2019) reflecting the evolution of the humanitarian response system to guide its priorities and work in promoting the centrality of protection in humanitarian action. The Framework, endorsed by the Emergency Relief Coordinator in February 2016, provides a wide spectrum of support to clusters for development of policy standards and response. The GPC also spearheaded the development of the Inter-Agency Standing Committee (IASC) Protection Policy adopted in October 2016. The policy emphasizes inter-agency commitment to contribute to collective protection outcomes, including through development of humanitarian country team protection strategies to address the most critical and urgent risks and violations. A related “Provisional guidance note for the Humanitarian country team protection strategy” and a “Checklist on incorporating protection and accountability to affected populations in the humanitarian programme cycle” were released. Regarding global guidance, the GPC contributed to the “Durable solutions preliminary operational guide” and the Protection Information Management Framework including a PIM training manual. Further, the GPC continued its efforts to better mainstream protection into humanitarian action, by developing a comprehensive Protection Mainstreaming Toolkit for Design, Implementation, Monitoring, and Evaluation, and a Protection Mainstreaming Guidance App available for download through the Google Play and iTunes App Stores.

In 2016, GPC invested significantly on operationalizing protection by building cluster coordination and protection information management capacity, providing technical advice to countries developing laws and policies related to internal displacement, and assisting cluster coordinators with the integration of cash-based interventions (CBIs) in protection programming through NRC's CashCap deployment roster. In addition to support for country-cluster planning, needs assessment and gap analysis, the GPC trained 516 field practitioners, undertook support missions to 13 operations and deployed additional staff to the Central African Republic, Ethiopia, Haiti and Niger. The GPC and ProCap also undertook a review of the centrality of protection in humanitarian action in practical terms, focusing on how leadership, coordination and engagement in protection can be more strategic, aligned and directed toward a stronger response. In order to capitalize on existing best practices and innovative ways to make protection action more effective, a community of practice was created to facilitate sharing of ideas, experiences and knowledge, with a view to build a more inclusive and diverse community. At the end of 2016, the community of practice had 400 registered members.

The Global Camp Coordination and Camp Management (CCCM) Cluster, which is co-led by UNHCR in conflict settings and by IOM in the context of natural disasters, supported 15 country-level clusters and cluster-like structures worldwide in 2016. In 9 out of the 10 clusters led by UNHCR, IOM co-led or co-facilitated the cluster coordination at the country or sub-national level.

In 2016, relying on internal funding, UNHCR maintained the capacity to support UNHCR-led country-level clusters. Two rapid response officers were available on stand-by for deployments. In addition, cluster coordination and information management fielded nine support missions to Chad, Iraq, Niger, Nigeria and Yemen as well as a joint inter-agency mission to the Democratic Republic of the Congo, including four missions to support the CCCM cluster in Iraq responding to increased capacity needs for planning and implementation for the Mosul crisis.

Following the recommendations of the 2015 assessment on the co-leadership and governance of the Global CCCM Cluster, an interim Strategic Advisory Group (SAG) was established in June and formalized in September 2016 in order to provide advice and strategic orientation to the cluster with ACTED, DRC, LWF and NRC as first SAG members. The Global CCCM Cluster, the SAG and the cluster members also finalized the Global Cluster Strategy for 2017–2021, which consolidates and clarifies the position of the cluster on a number of issues, such as localization, the role of the cluster in non-camp environments and area-based coordination. The framework also benefited from the Global CCCM Cluster's participation at the world Humanitarian Forum and was inspired by Grand Bargain commitments.

GLOBAL STRATEGIC PRIORITY HUMANITARIAN COORDINATION (cont.)

To strengthen the capacity of camp managers and humanitarian stakeholders in the field, the global cluster developed an e-learning programme on camp management that was piloted at the end of 2016 in selected operations. The CCCM cluster Collective Centre Guidelines³⁰ were also translated into Arabic to respond to increasing demand from the Middle East and North Africa region.

A methodology for systematically monitoring, analysing and informing actors of situations at sites through multi-sectorial assessments was developed in 2016 and implemented in a number of CCCM clusters and UNHCR country operations. The Site Monitoring System captures essential information about displaced communities residing collectively in various locations. It was adapted for use in new displacement sites during the Mosul emergency in Iraq and to strengthen existing systems which track 3 million IDPs from previous internal conflicts throughout the country. UNHCR also expanded a key partnership with CartONG to transform offline site profile templates for national clusters into online interactive site profiles.

In order to facilitate the coordination of assistance and evidence-based decision making in sites and settlements under the purview of the CCCM cluster, share data available that are relevant for other clusters and wider humanitarian community, UNHCR's Operational Data Portal (ODP) platform was adapted for UNHCR-led CCCM cluster countries to use as the standard website for sharing information. The first CCCM cluster country page developed was for the Iraq operation³¹, which also benefited from the development of an online interactive dashboard to provide an overview of the overall displacement situation³², as did the Syrian Arab Republic/Turkey cross-border operation³³. These information management products will be expanded to other countries, in conjunction with site monitoring exercises.

The Global Shelter Cluster (GSC), which is co-led by UNHCR in conflict settings and by IFRC in the context of natural disasters, supported 26 country-level clusters or cluster-like mechanisms in 2016 of which 12 were led by UNHCR. UNHCR provided coordination services to the 382 partners involved in these clusters. The GSC continued to implement the Global Shelter Cluster Strategy 2013–2017, which prioritizes assistance to country-level clusters with support from the European Commission's Humanitarian Aid and Civil Protection Department (ECHO).

The GSC Support Team comprises different types of expertise from different agencies and assists country-level clusters both through missions and remote support. The UNHCR members of the GSC Support Team provided more than 760 days of support to country-level shelter clusters, including through 20 field missions to Afghanistan, the Central African Republic, Iraq, the Syrian Arab Republic, Yemen and others. Through its surge capacity mechanism, the GSC was able to deploy trained and experienced shelter coordinators to newly activated clusters less than 72 hours after an official cluster activation or request. UNHCR introduced a new surge capacity mechanism which allowed for the deployment of medium-term support (up to 4 months) at very short notice (48 hours). This mechanism made an important difference in the preparation and coordination of the humanitarian response to the displacement related to the Mosul offensive in Iraq. UNHCR continues to invest in capacity building initiatives to increase the pool of people available to deploy as members of a cluster coordination team through coordination and leadership training and the Humanitarian Shelter Coordination Training delivered by IFRC and UNHCR, in collaboration with Oxford-Brookes University.

Every year the GSC measures the satisfaction of its partners through a survey. In 2016, 85.5 per cent of 187 respondents to this survey were satisfied or very satisfied with the services provided by the GSC. The GSC contributed to the World Humanitarian Summit (WHS) and the UN Conference on Housing and Sustainable Urban Development (Habitat III). The recommendations made in these forums were shared with the partners at the GSC meeting and will inform GSC work in the coming years. The GSC meeting was attended by 107 participants from 43 different agencies, the highest number to date. The GSC is undertaking an external evaluation of the implementation of its 2013–2017 Strategy. The GSC Strategic Advisory Group (SAG) provides overall direction to the GSC and in 2016 consisted of ten members and two co-leads. The SAG members were ACTED, Care International, CRS, Habitat for Humanity, IOM, InterAction, NRC, Save the Children, UN-HABITAT, World Vision International, and co-leads IFRC and UNHCR. The GSC Communities of Practice and Helpdesk were officially launched in 2016 providing support to country-level clusters. Working Groups were created to address issues such as shelter and cash, capturing shelter projects in 2015–2016, developing a harmonized set of construction standards, SGBV in shelter programming and capturing practices on the delivery of non-food items. UNHCR also carried on with building the internal capacity in cluster coordination by training 70 UNHCR staff, consultants and members of affiliated workforce through the CO-LEAD programme on cluster coordination..

30 See <http://www.globalccmcluster.org/tools-and-guidance/publications/collective-centre-guidelines>

31 See <http://iraq.ccmcluster.org/>

32 See <https://cccmiraq.github.io/FSMTdashboard/>

33 See <https://unhcr-xborder-turkey.github.io/ISIMM/>

GLOBAL STRATEGIC PRIORITY PROGRAMME MANAGEMENT

ORGANISATIONAL COMMITMENT

UNHCR's operational performance on key programmatic areas is supported to reflect strong results orientation, and results are monitored and analysed to inform operational decision-making and resource allocation

RESULTS AND ACTIONS

KEY AREA

Operational performance is monitored and analyzed with a focus on results, and support is provided to the Field for enhanced results orientation

UNHCR enhanced programme management with a focus on strengthening Results-Based Management systems and tools, programme analysis capacity, and reinforcing sound operational delivery in emergencies. Evidence-based decision-making was strengthened through a detailed analysis of data compliance and through programme reviews. This was accompanied by a further simplification of the Mid-Year Review process and programme instructions. Moreover, operations plans for 2018 have been reduced by approximately 35 per cent. In parallel to making significant progress in streamlining results and review processes, UNHCR continued to facilitate effective RBM by simplifying and improving tools and systems, including Global Focus Insight (GFI), thus enabling generation of new population reports and enhanced display of maps. UNHCR staff continued to be trained on institutional RBM and business management tools, such as Focus Client, Focus Reader and GFI Self-Service.

UNHCR updated the *Programme Manual* that was released 2015, and released a French version of the manual in 2016. The *Programme Manual* provides a comprehensive reference guide informing results-based management. Both versions were made available electronically to all UNHCR staff, while some 150 staff working in operations in francophone Africa, Europe, and Middle East and North Africa regions participated in workshops aimed to strengthen programme management capacity in field operations. To improve monitoring and data quality, UNHCR piloted a holistic monitoring and reporting tool and reviewed existing monitoring systems across the organization. This led to the establishment of a Monitoring Advisory Group to harmonize monitoring approaches.

In 2016, UNHCR launched its *Policy on Cash-Based Interventions* and the *Strategy for the Institutionalization of Cash-Based Interventions in UNHCR* and trained 700 staff and partners to systematically and responsibly consider CBIs across all technical sectors. UNHCR developed an innovative Cash Delivery Mechanism Assessment Tool (CDMAT) to help operations assess the adequacy of cash delivery mechanisms. CDMAT was used in Greece when supporting a new cash management system to meet the basic needs of vulnerable refugees in Greece.

KEY AREA

UNHCR's Global Strategies for Public Health, Settlement and Shelter, Livelihoods, and Safe Access to Energy (SAFE) inform operational planning and implementation of activities in these technical areas

Aiming to improve the protection impact and quality of services, UNHCR worked with a wide range of partners, including with governments, UN agencies, non-governmental organizations and the private sector, to implement the global strategies to benefit the displaced persons and their host communities. UNHCR continued to provide strategic guidance and advice to field operations through remote support, as well as through missions and deployments that totaled 4,655 days. The issuance of Operational Guidelines on UNHCR Technical Specialists in 2016 reinforced the overall framework for managing technical sectors.

In support of effective health programming, UNHCR established an enhanced database to improve the effectiveness of referral health care monitoring and decision-making, as well as specific tools for monitoring Expanded Program on Immunization (EPI). In response to nutrition concerns, UNHCR developed self-learning videos for mobile data collection for Standardized Expanded Nutrition Survey (SENS) that aims to improve monitoring of nutrition indexes. A framework supporting evidence-based optimal infant and young child feeding practices (IYCF) with Save the Children was also finalized. In support of refugee food security, UNHCR launched in December a food analysis and coordination tool to strengthen the monitoring of food assistance and coordination globally, and developed a joint UNHCR-WFP Strategy on Self-Reliance for Food Security and Nutrition 2016-2020. UNHCR released *Operational Guidelines for improving maternal health in refugee operations* and supported the World Health Organization to develop a regional refugee, asylum-seeker and migrant specific health strategy in Europe with a field-tested Health assessment toolkit for large-scale influxes of refugees and migrants.

GLOBAL STRATEGIC PRIORITY PROGRAMME MANAGEMENT (cont.)

In order to ensure cost-efficient water, sanitation and hygiene (WASH) programming, UNHCR updated its WASH monitoring system, as well as the software and guidance for Standardized WASH Knowledge, Attitude and Practice Survey Tool. UNHCR also completed a flexible decision-making and budgeting tool for effective water programmes based on measuring the overall cost of providing water systems in a variety of refugee hosting contexts.

UNHCR strengthened the technical capacity of its operations through sectoral training, guidance and new tools, refining and rolling out support initiatives. In the area of shelter and settlement planning, UNHCR consolidated technical planning capacities in operations by releasing a shelter design catalogue, case studies of implemented settlement designs, a site assessment form and a shelter and settlement e-learning course. The Organization also established a community of practice for the staff trained to use physical site planning toolkit (PSP toolkit), launched in 2016.

UNHCR continued to make progress in developing results-driven and market-oriented livelihoods programmes with Headquarters-based experts. In 2016, the Minimum Criteria for Livelihoods Programming³⁴ became mandatory, leading to the suspension of livelihoods activities in several country operations, pending efforts to meet requirements that align with the *Global Strategy for Livelihoods (2014-2018)*.

Having taken forward the consultative process to reform energy and livelihoods programming monitoring systems, UNHCR field tested new livelihoods and energy indicators in 2016. Further improvements were made in sectoral assessment, planning and implementation methods, and the carbon credit project in Rwanda was reviewed to inform future programming. In Malawi and the United Republic of Tanzania, UNHCR supported operations to implement erosion control measures, and assisted operations in Ghana, the Syrian Arab Republic, the United Republic of Tanzania and Zimbabwe to sustainably transition to using clean fuels.

UNHCR conducted research to improve technical sector responses in humanitarian settings. Building its knowledge base and capacity to use cash-based interventions as an efficient tool for protection and solutions, UNHCR conducted reviews of the potential of CBI in meeting health, and WASH intervention objectives.³⁵ UNHCR also undertook research on improved sanitation solutions and value-added products from refugee waste streams, and on the use of renewable energy for water pumping to sustain long term operation cost reductions and environmental benefits. Further research was carried out on mental health and psychosocial wellbeing and response, as well as on management of acute malnutrition in infants, and trends and linkages between nutrition indicators.

34 Available at: <http://www.unhcr.org/54fd6cbe9.pdf>

35 Review of Cash-based Interventions for Health programmes in Refugee Settings and Review of Cash-Based Interventions for WASH Programmes in Refugee Settings.

GLOBAL STRATEGIC PRIORITY EMERGENCY PREPAREDNESS AND RESPONSE

ORGANISATIONAL COMMITMENT

UNHCR effectively prepares for and responds to emergencies

RESULTS AND ACTIONS

KEY AREA

Core relief items are stocked to provide emergency assistance for up to 600,000 persons and relief items are dispatched within 48 hours.

A key element in emergency response is providing protection through assistance and meeting urgent life-saving basic needs. UNHCR's global supply chain enables the organization to respond to the needs of 600,000 people of concern in simultaneous emergencies around the globe, with additional relief items for 150,000 persons always in the purchasing pipeline to replenish stocks. Seven global stockpiles strategically located in Accra, Amman, Copenhagen, Duala, Dubai, Isaka and Nairobi enable UNHCR to support emergencies with relief items by air, land and sea transport. In 2016, 76 per cent of the deliveries from these global stockpiles were organized within 48 hours with 21 emergency airlifts to the Central African Republic (1), Ecuador (2), Ethiopia (3), Haiti (1), Iraq (5), Jordan (1), the Syrian Arab Republic (5) and Uganda (3).

Core relief items (CRI), at a total value of USD 63.8 million, reached 31 countries with the majority of the items assisting persons of concern in Burundi, Greece, Iraq, South Sudan, the Syrian Arab Republic and Yemen. Regional warehouses in Djibouti, Greece, Serbia and Uganda were used for the pre-positioning of items close to displaced populations.

Supply officers ensure that emergency procedures are applied and logistics can effectively support the refugee and IPD response. A specifically trained supply roster, established in 2016, provided supply expertise through eleven deployments to Ethiopia, Greece, Iraq, Lebanon, the Syrian Arab Republic and Uganda.

UNHCR updated the special procurement and supply procedures that are applied in emergencies. A new ceiling for tenders now provides for a simplified procedure to purchase in emergencies, leading to the faster provision of services and goods to persons of concern. Framework agreements ensure that relief items of good quality can be delivered quickly when needed. In 2016, 53 new frame agreements for 16 relief items with 24 new suppliers were concluded. An emergency supply platform and tools such as maps, analysis and fact sheets improved information sharing on logistical aspects in emergencies.

KEY AREA

Active standby capacity (including through standby rosters), with appropriate leadership, coordination experience and protection training, is available for deployment within 72 hours of declaration of emergency. Community-based approach is promoted to support accountability to persons of concern.

Deployments of well-trained staff by UNHCR and partners play a critical role for emergency preparedness and response. In 2016, 373 emergency deployments comprised of 147 partner and 226 UNHCR deployments supported 37 country operations. UNHCR continued to maintain a range of internal rosters and stand-by agreements with partners for technical expertise, leadership and coordination. Stand-by capacity schemes include multifunctional emergency response teams from headquarters, led by principal or senior emergency coordinators who facilitate rapid and effective field delivery placing people at the heart of the response. These teams played a key role for leadership and coordination of response in the Democratic Republic of the Congo, Greece, Iraq, Niger, Nigeria, South Sudan, the United Republic of Tanzania and Uganda, and supported the implementation of the Refugee Coordination Model (RCM). To ensure the availability of necessary capacity of technical experts, new functional rosters were created for human resources, supply and programme, with protection and administration/finance rosters to follow in 2017.

More than 1,200 internal and external participants were trained on emergency preparedness and response through a total of 37 emergency workshops including three Workshops on Emergency Management (WEM), a Senior Emergency Leadership Programme (SELP), Retreat for Representatives on Emergency Preparedness and Response in Critical Operation, and 23 Situational Emergency Trainings (SET), among others. Altogether 611 emergency preparedness and response practitioners in Asia-Pacific region were trained through 22 face-to-face or e-learning training activities organised by the eCentre in Bangkok.

GLOBAL STRATEGIC PRIORITY EMERGENCY PREPAREDNESS AND RESPONSE (cont.)

Under the Call to Action on Protection from Gender-based Violence in Emergencies, UNHCR prioritized SGBV at the onset of emergencies. Six specialized senior protection officers provide technical support for SGBV prevention and response and one protection officer focused on SGBV is part of the headquarters emergency response team. In 2016, 10 countries received SGBV specialist support and three emergency operations (Rwanda, Uganda and the United Republic of Tanzania) received support for multi-sectoral SGBV projects.

Strengthening emergency preparedness was a priority in 2016. UNHCR established a dedicated team at headquarters to provide guidance and support to field operations in countries at high risk of a new or deteriorating emergency. Guidance and support included focus on contingency planning and developing analytical tools, embedding protection, age, gender and diversity, cash, alternatives to camps and local partnerships aspects. UNHCR introduced the High Alert List for Emergency Preparedness (HALEP), a key tool for early warning and monitoring of current and potential risks of displacement, along with analysis on readiness and capacity of UNHCR operations to respond. Priorities for a joint approach with local actors for emergency preparedness were identified in consultation with local and international NGOs, and are being tested in field operations, with a focus on mapping, analysis and planning, protection-centred preparedness, complementing local capacity and capacity building.

KEY AREA

A qualified security workforce is maintained and security staff are deployed to emergencies

UNHCR's approach is to stay close to affected populations to better deliver to those in need. Operating in environments where conflicts exist requires the organization to continuously review and adapt security risk management measures. UNHCR's continued presence in countries such as Afghanistan, Iraq, Somalia, South Sudan, the Syrian Arab Republic and Yemen would not be possible without effective risk management measures, including adequate perimeter protection against explosives, armoured vehicles and robust procedures stringently followed by personnel who are appropriately trained.

In 2016, 269 security incidents were managed by UNHCR's security workforce which consists of a security service with 12 staff at headquarters, 8 regional security advisors, 56 international field security advisors and some 200 national staff in the country operations. Headquarters supported field and emergency operations through 37 missions, totalling 513 days.

GLOBAL STRATEGIC PRIORITY

MOBILIZATION OF SUPPORT

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 from public and private sources.

Support from donors for UNHCR's work was again remarkable in 2016. Faced with the largest scale of forced displacement in recent history, UNHCR mobilized more than USD 3.902 billion to protect and assist people of concern, an increase of USD 541 million from 2015. UNHCR continued to invest in improving its reporting to donors, in particular in relation to unearmarked and broadly earmarked funding that allows UNHCR to re-prioritize to meet the most critical needs. The 2015 Global Report and the 2017 Global Appeal Update were redesigned to improve readability, with better visualization of key facts, figures and achievements. UNHCR also issued nine supplementary appeals, which remain essential tools for raising awareness and addressing unforeseen needs as they arise throughout the year.

UNHCR continued to broaden its donor base and explore new and innovative funding sources through strengthened advocacy, outreach and engagement with both governments and the private sector. Private sector funding reached nearly USD 352 million, an increase of 24 per cent compared to 2015, and accounted for 9 per cent of UNHCR's total income in 2016. The number of monthly givers exceeded 1 million, out of a total of 1.7 million individuals who donated to UNHCR, providing a predictable source of un-earmarked income which can be allocated flexibly to meet the most urgent but underfunded priorities. At the same time, UNHCR strategically engaged with an increasing number of corporate, foundation and philanthropist partners, who contributed significant funds to the organization as well as expertise and other non-financial resources that allow UNHCR to improve the lives of refugees and other people of concern with innovative approaches.

KEY AREA

Partnerships with Member States of the Executive Committee, UN agencies, NGOs and the humanitarian system are enhanced.

The development of the High Commissioner's Strategic Directions (2017–2021), the World Humanitarian Summit and the adoption of the New York Declaration for Refugees and Migrants by the General Assembly all underlined the need for UNHCR to deepen and diversify its partnerships with a wide range of stakeholders. In 2016, UNHCR maintained strong partnerships with Executive Committee Member States, UN and other international organizations through timely information sharing, effective coordination, delivery of quality documentation and reports. UNHCR increased direct engagement with stakeholders at the global level by organizing 34 meetings and briefings for Member States and other stakeholders, compared to 21 in 2015, and is working with partners to develop the global compact on refugees and roll-out the comprehensive refugee response framework (CRRF).

In 2016, UNHCR continued to engage with strategic NGO partners and Member States through annual global bilateral meetings, focusing on the challenges of protection of children and youth during annual NGO Consultations and the High Commissioner's Dialogue on Protection Challenges. Moreover, it mobilized political and operational support through active inter-agency coordination in responding to complex refugee situations e.g. UNHCR launched five inter-agency Refugee Response Plans and two Refugee and Migrant Response Plans. In 2016, some USD 4.1 billion was raised through inter-agency response plans coordinated by UNHCR, including USD 2.7 billion for response partners. UNHCR also extensively engaged in the preparation of 25 out of 30 inter-agency Humanitarian Response Plans and appeals.

UNHCR's engagement in inter-agency initiatives was broadened and key alliances were strengthened, in particular with IOM, OCHA, UNDP, UNICEF, WFP, WHO and the World Bank. Two UNHCR-OCHA Joint Note missions were carried out in 2016 in Cameroon and Sudan, and new memoranda of understanding were signed with ILO, OECD and Save the Children.

GLOBAL STRATEGIC PRIORITY MOBILIZATION OF SUPPORT (cont.)

KEY AREA

Strategic external communication is strengthened through targeted multimedia campaigns and timely public updates.

UNHCR continued to ensure that the voices, perspectives and priorities of people of concern were heard through media interviews, press releases, briefing notes, news and feature stories, videos and social media posts, with a view to maintaining the interest of the public, partners and the private sector, and mobilizing support. On average, there were 996 media references to UNHCR each day in 2016 while page views on the unhcr.org website increased by 11 per cent compared to 2015. UNHCR's media website Refugees Media quadrupled its distribution of photos, videos and infographics to an increasingly diverse audience, with over 250 contributors reaching 6,581 users in 124 countries making 94,658 downloads. Coordinated efforts with the media on flagship events and campaigns mobilized further support for the people we are working for, showing how we can and are making a difference. The ongoing #WithRefugees campaign attracted more than 100 coalition partners in 2016 and achieved unprecedented levels of engagement, field support and media coverage, by seeking to build empathy and promote understanding. The Nansen Refugee Award also received broader support from its existing partners, including a five-year commitment from the IKEA Foundation.

KEY AREA

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

Timely and transparent information about UNHCR's operations was made available to partners, donors, media and the general public through a range of platforms and channels. The UNHCR website (unhcr.org) was re-launched in 2016 to present information in a more visual, shareable and mobile-friendly way, which increased the number of site visitors. The website contains improved links to UNHCR's main transparency and reporting platform, Global Focus (reporting.unhcr.org), which features up-to-date information on operational plans and reports, financial requirements, contributions received as well as expenditures, along with access to key publications and to UNHCR's operational information portal. The Global Focus website saw an increase in visitors in 2016, reaching 63,878 unique users from 191 countries. To improve access to historic information on operations for external stakeholders, UNHCR launched a separate UNHCR web archive.

GLOBAL STRATEGIC PRIORITY

HUMAN RESOURCES

ORGANIZATIONAL COMMITMENT

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

RESULTS AND ACTIONS

KEY AREA

Overall gender balance achieved.

Inclusion and diversity are at the core of UNHCR's work. At the end of 2016, UNHCR's 10,827 staff members came from 154 countries and served in more than 120 countries. The average age among the staff was 41 and 39 per cent were women. The affiliate workforce came from 170 countries and consisted of over 4,000 people of whom 55 per cent were women. UNHCR recognizes the need to achieve a better balance in terms of gender, geographic and other forms of diversity in order to harness the talent in our workforce and foster a more inclusive work culture, particularly at senior levels.

A Senior Advisor on Inclusion, Diversity and Gender was brought on board and is developing and communicating a clear and consistent narrative on the rationale for why diversity and gender is important. Several important actions were taken during 2016, including the establishment of a senior management group to lead the initiative; sharing of gender and diversity data in staffing decisions; special measures to accelerate achievement of gender parity, which are being put forward for immediate implementation; and, incorporating learning on Inclusion, Diversity and Unconscious Bias into all levels of our management and leadership programmes.

KEY AREA

Staff members meet their learning needs.

UNHCR's learning programmes in 2016 focused on the creation of certification programmes; new e-learning programmes that emphasize emergency preparedness and response capacity across sectors; and, cluster and partner support. Progress was made with the launch of certification programmes for Human Resources, Programme, and for Representatives, Deputy Representatives and Heads of Offices. New e-learning programmes and other web-based learning activities reflected UNHCR priority areas, including cash-based interventions, supply management and security awareness. UNHCR also developed specific cluster and sector support training.

In 2016, users of Learn&Connect, UNHCR's e-learning platform managed by the Global Learning Centre (GLC), completed over 16,270 e-learning activities, of which 10,334 were undertaken by staff, 4,453 by affiliate personnel and 148 by UNHCR partners.

KEY AREA

Assignments are made in an efficient and timely manner.

In 2016, UNHCR advertised 1,444 vacancies, a 23 per cent increase from 2015. Altogether 609 vacancies were advertised externally with 256 filled by external candidates of whom 43 per cent were women. Fast Track assignment procedures allowed expedient filling of 108 new positions to respond to emergency situations in Nigeria, Somalia and South Sudan.

UNHCR continued to harness new talent through two recruitment programmes: Entry Level Humanitarian Programme (EHP) and Talent Pools. In September, an EHP cohort of 100 participants was selected and consisted of 60 per cent women and was 60 per cent national staff. Moreover, 10 per cent of recruits were drawn from the affiliate workforce and 30 per cent were external candidates, further demonstrating UNHCR's commitment to diversity and recruitment of new talent. Through 15 Talent Pools comprising 508 people of which 34 per cent were women, UNHCR filled staffing needs in areas where gaps existed, such as cash-based interventions and field safety.

In October, UNHCR announced the move from a rank-in-person promotions system to a rank-in-job career advancement system. The High Commissioner established a task force, which is developing a new assignments framework based on the rank-in-job approach.

GLOBAL STRATEGIC PRIORITY HUMAN RESOURCES (cont.)

KEY AREA

Compliance is achieved with respect to performance reporting.

By the end of 2016, 93 per cent of UNHCR staff had completed personal performance reports (ePADs) for the year against 94 per cent in 2015. The development and testing of new features in UNHCR's resource management system was completed and launched in May 2016. This resulted in a lighter process and layout for the performance appraisal, making the completion of ePADs more efficient. The development of these new features was an opportunity to fully align the ePAD with the dispositions of the Performance Management Policy.

KEY AREA

Staff are committed and satisfied with their work.

The UNHCR Staff Well-Being and Mental Health Survey measured the level of risk for mental health and behavioural outcomes among UNHCR's workforce. In response to the report on the survey published in March 2016, which indicated that 35 per cent of respondents were "very satisfied" and 43.8 per cent "fairly satisfied" with their work, the Staff Welfare Section piloted "duty of care" projects in Indonesia and Jordan. In addition to reducing levels of burnout and secondary trauma, i.e. indirect exposure to trauma, the projects were designed to improve access to psychological support and assistance to develop self-care plans. Other duty of care efforts include integrating information into UNHCR's induction programmes on training options, working conditions, and how to seek support for staff well-being.

Iraq. Internally displaced Iraqis reach safety. Hundreds of internally displaced Iraqis arrive at Khazer 2 camp after fleeing the fighting in eastern areas of Mosul. © UNHCR/Ivor Prickett





2016
Global Strategic Priorities
Progress Report