



Developing the Comprehensive Refugee Response Framework Special Appeal 2017

SEPTEMBER 2017

[COVER PHOTOGRAPH]

©UNHCR/Rocco Nuri. Ugandan grandmother Medina (right) and South Sudanese Betty (left) farm together in Uganda's Yumbe district. Medina gave parts of their land to Betty and her family as they arrived from South Sudan in August 2016. "They can even build their house on my land and stay for as long as they need," says Medina.

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INTRODUCTION

A Comprehensive Refugee Response Framework

On 19 September 2016, 193 UN Member States unanimously adopted the New York Declaration for Refugees and Migrants (NYD), a landmark political declaration and a milestone for global solidarity and refugee protection. The New York Declaration aims to improve the way in which the international community responds to large movements of refugees, including protracted refugee situations.

NEW YORK DECLARATION COMMITMENTS



Shared global responsibility

Specific acknowledgement that the protection of refugees and assistance to host States are a shared international responsibility.



Whole of society approach

Even stronger partnerships between host governments including line ministries, UN Agencies, the private sector, NGOs, international financial institutions, and civil society.



Supporting host countries

Providing them with additional and predictable humanitarian funding and development support.



Well-funded emergency responses

Pledge to meet the needs of refugees and host communities at the start of emergencies.



Self-reliance

Committed to invest in refugees and local communities alike.



Enhancing durable solutions

Commit to wider avenues for refugees through resettlement and complementary pathways.

At the core of the declaration is a concrete statement of international commitment to share the responsibility for hosting and supporting the world's refugees more equitably. As stated in paragraph 68:

We underline the centrality of international cooperation to the refugee protection regime. We recognize the burdens that large movements of refugees place on national resources, especially in the case of developing countries. To address the needs of refugees and receiving States, we commit to a more equitable sharing of the burden and responsibility for hosting and supporting the world's refugees, while taking account of existing contributions and the differing capacities and resources among States.

Based on the principles outlined in the Declaration, Annex 1 sets out the elements for a Comprehensive Refugee Response Framework (CRRF). It charts a course for the mobilization of more effective and predictable responses to large movements of refugees drawing on a much broader group of stakeholders: government authorities, UN and national partners, international and regional financial institutions, business, civil society actors and the refugees alongside their hosts. The elements of the CRRF seek to implement more sustainable responses through Government leadership and by linking humanitarian and development efforts early on in a crisis. Such approaches invest in the resilience of both refugees and their hosts. The scope of the CRRF is sufficiently expansive to better guarantee that:

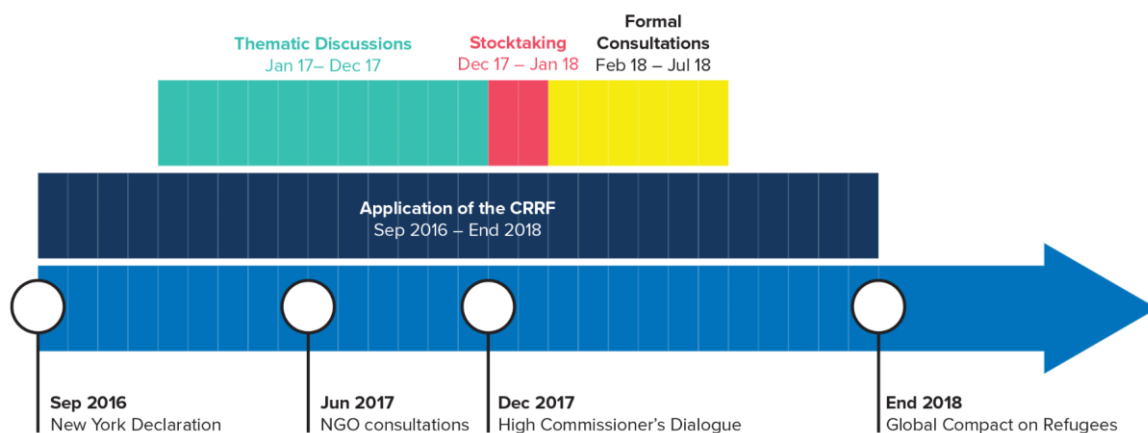
- 1) Rapid and well-supported reception and admission measures are in place.
- 2) Immediate and ongoing needs (e.g. protection, health, education) are met.
- 3) Assistance to national/local institutions and communities receiving refugees is allocated.
- 4) Opportunities for durable solutions are expanded.

Member States called upon UNHCR to develop and initiate application of the framework in close cooperation with relevant States, other UN agencies and stakeholders, and to assess its impact with a view to refining it further. In responding to this call, UNHCR is aware of previous efforts at new approaches and building the humanitarian-development nexus. UNHCR understands the CRRF as an approach that aims to learn from past efforts at new approaches as well as bring together existing and new initiatives. In practice, UNHCR seeks to build on and strengthen existing coordination and funding structures at country and regional levels to the extent possible, building synergies—notably between existing humanitarian and development initiatives—and addressing gaps and potential duplications in a targeted manner.

UNHCR is encouraged by the conditions under which the NYD was adopted especially as, in the lead up to its adoption, the traditional narrative on forced displacement had been challenged. Most notable was the adoption of the European Union's new development policies on forced displacement, and changes to World Bank policies and financing instruments. With these precedents, and with the political legitimacy of the NYD, a unique opportunity exists to bring about the substantive changes envisaged in it.

Cognizant of this opportunity and with a view for the CRRF to inform the adoption of the Global Compact on refugees in 2018, the High Commissioner established a dedicated Task Team to steer the early stages of the application of the CRRF in a range of geographical contexts. This approach serves to gradually build prerequisites for applying the CRRF in each situation involving large movements of refugees, as outlined in the NYD. As of September 2017, the CRRF is being rolled-out in 11 countries following confirmation by their respective governments: Costa Rica, Djibouti, El Salvador, Ethiopia, Guatemala, Honduras, Mexico, Panama, Somalia, the United Republic of Tanzania, and Uganda.

Regional approaches are being pursued for the Somali Refugee Situation, and for Central America and Mexico. Both are firmly anchored into existing regional processes, the former building on the Nairobi Declaration on Durable Solutions for Somali Refugees and Reintegration of Returnees in Somalia adopted by Heads of State of the Intergovernmental Authority on Development (IGAD) in March 2017, and the latter on the 2014 Brazil Plan of Action and the 2016 San Jose Action Statement.



The roll-out of the CRRF forms part of preparations towards the Global Compact on Refugees in parallel to a series of informal thematic consultations in 2017. These consultations will be followed by formal consultations with member states in 2018, and a stocktaking of lessons learnt and good practices. The stocktaking extends its scope beyond across different regions and beyond CRRF roll-out countries in order to capture elements of current refugee responses that can support the refinement of applying the CRRF.

The CRRF is in its early stages of development. As foreseen in the NYD, the host country governments are taking the lead role in applying the CRRF at country-level, facilitated by UNHCR and with the support of a broad range of humanitarian and development actors. Strategies and implementation plans for the practical application of the CRRF are in place in all roll-out countries and are adapted to the local contexts.

This appeal is issued to cover UNHCR's costs for supporting the work of the CRRF Task Team in 2017. It includes the CRRF Task Team in Geneva, UNHCR's additional capacity to cover the development of the Global Compact for Refugees, as well as the most pressing staffing needs in the CRRF roll-out countries and regions. This appeal does not yet cover requirements for 2018. These are under consideration and as soon as they are approved the 2018 plans for the CRRF Task Team and the corresponding budget will be shared. The operational requirements of UNHCR and partners for the practical application of the CRRF at country and regional levels are also under consideration and will equally be shared once approved.

CRRF roll-out countries and staffing implications

Costa Rica, Djibouti, El Salvador, Ethiopia, Guatemala, Honduras, Mexico, Panama, Somalia, the United Republic of Tanzania, and Uganda are the 11 CRRF roll-out countries at this stage. The principal criteria for selecting these countries is the agreement of the host country government to initiate applying a comprehensive refugee response and developing new approaches in accordance with it. As foreseen in the NYD, these countries equally provide a range of diverse geographic and operational contexts from which to derive lessons for the development and application of a truly new and comprehensive approach to protecting and seeking durable solutions for refugees.

Some key elements of the current CRRF roll-out countries include their differing sizes of refugee populations, a diverse mixture of protracted and newly arrived refugees, as well as the availability of various political mechanisms or the presence of innovative government approaches. They include as well an assortment of strategic development and/or humanitarian response plans.

CRRF staffing needs

The main type of staffing profiles needed at country-level to initiate the CRRF roll-out are broad-based coordination and outreach functions, as well as solid protection and solutions expertise. Staff supporting the CRRF roll-out will require elaborate skill-sets in stakeholder coordination, implementation of change, as well as policy and operational analysis, enabled by experience from both humanitarian and development contexts. As such, and informed by an initial needs analysis in roll-out countries, UNHCR has created corresponding functions for staff at different levels of seniority, namely, P5 Senior Comprehensive Refugee Response (CRR) Coordinator, P4 Senior CRR Officer and P3 CRR Officer. These functions form the majority of staffing needs at country and regional levels outlined in this appeal. These functions focus mainly on the areas of:

- Supporting the host country government and other stakeholders in developing and implementing strategic and prioritised approaches and support structures adapted to the various stages of the CRRF roll-out;
- Strengthening the institutionalization of CRRF-oriented approaches by all stakeholders involved;
- Reaching out for expanded and new partnerships in refugee responses with a focus on broader engagement of development actors, including from the onset of emergencies;
- Ensuring targeted advocacy and messaging, as well as compiling, analysing and disseminating data relevant to the CRRF roll-out.

The CRRF-related staffing requirements have been refined with UNHCR Regional Bureaus and Country Representations in order to address country-specific requirements for staff with specific skill sets. The analysis of the policy and operational environments across roll-out countries has resulted

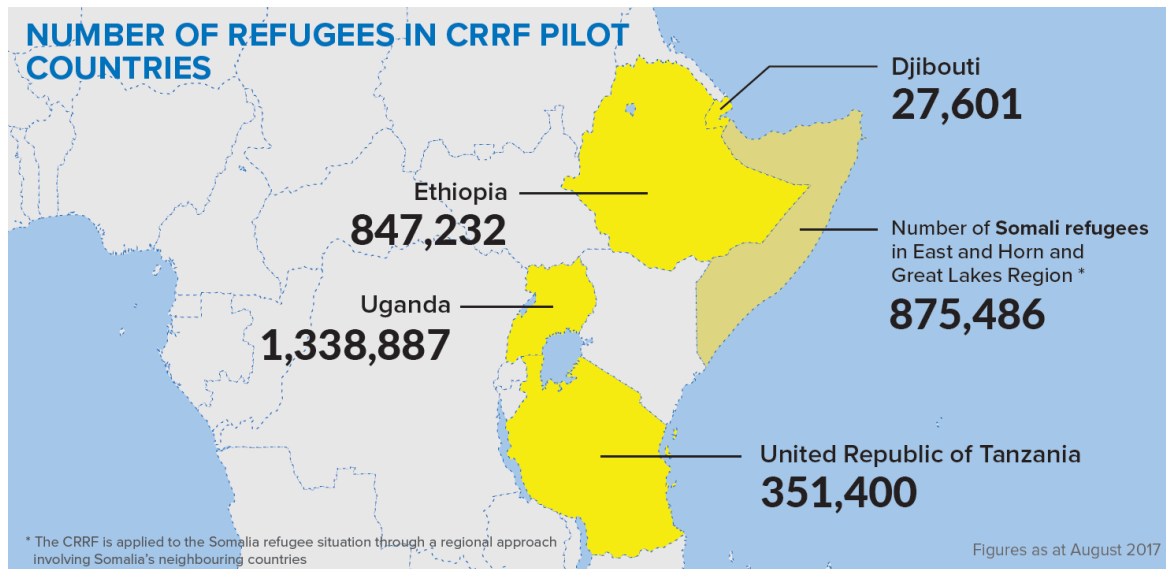
in the inclusion of a small number of functions specifically relating to development, data and communication/ external relations in complement of the CRR staffing profile outlined above.

It is worth noting that, while some of the areas of engagement outlined for CRR staff incorporate similarities to the broader range of activities performed by UNHCR core staff, it is impossible for existing staff resources to stretch their response to an extent that would meaningfully cover the scope and magnitude of engagement required in the initial stages of the CRRF roll-out. UNHCR's core staffing functions, such as Protection and Programme, support closely the CRRF-dedicated staff in Country and Regional Representations under the overall guidance of Representatives and management including at Country Representation, Sub- and Field Office levels, as required.

In parallel and beyond the initial roll-out phase, UNHCR is gradually identifying measures to mainstream the CRRF approach across its core staffing functions in order to enable applying it in each situation involving large-scale refugee movements, as outlined in Annex 1 of the New York Declaration. This process is linked to larger aspects of organizational change, and will to a significant extent be informed by the initial CRRF roll-out which the additional staff are contributing to.

The summaries below of ongoing processes in CRRF roll-out countries, as well as the succeeding section on partnerships, illustrate a number of core activities which require dedicated staffing support in the initial stages of the CRRF roll-out.

Africa



In **Djibouti**, recent developments aligned with the objectives and principles of the CRRF have given new hope to refugees for a more dignified, self-reliant life in Djibouti. In the past year, the Government has broken new ground to treat refugees on par with nationals by including refugees in national plans. Following pledges made by the President at the Leaders' Summit on 20 September 2016, Parliament adopted a new law granting refugees access to education, health services, access to the justice system and to the labour market in January 2017. The law will be enforced through two decrees, which at the time of writing are being drafted by the Government with the support of UNHCR. This new law represents a milestone policy shift, and, once enforced, will spell out critical, tangible improvements for refugees in Djibouti. As an example of novel operational engagement under the CRRF, preparations are underway to extend a water pipeline from Ethiopia to Djibouti through two refugee-hosting areas, thereby also benefiting refugees who have so far had to rely on inconsistent water supply, especially in the dry season. As a follow-up to its education pledge, the Government - with support from a wide range of partners - endorsed a plan of action on education in August 2017. The Plan provides for the translation of the national curriculum (currently in French) into English for the benefit of English-speaking refugees from Eritrea, Ethiopia, and Somalia, and into Arabic for Yemeni refugees. A Memorandum of Understanding between UNHCR and the Ministry of Education was signed on August 28th to formalise this plan. Refugee children starting Grade One in September 2017 have already begun benefiting from the translated curriculum; other grades will be translated incrementally. In the health sector, a feasibility study is underway to determine how best to integrate refugees into the national health system, including to provide refugees with health insurance.

Ethiopia hosts refugees from 20 different countries, including protracted refugees who have stayed in the country for decades and continuous new arrivals. Drawing on its nine pledges at the Leaders' Summit, the government has initiated important policy changes towards greater inclusion of refugees in the Ethiopian society. The Government has drafted a new comprehensive Refugee Proclamation, which will enable refugees the right to work, freedom of movement and other basic rights. The newly adopted Vital Events Registration Agency Proclamation enables refugees born in Ethiopia to be issued with birth certificates. Registration is being upgraded, and the Access to Justice Project is promoting the security and rights refugees and host communities alike. Important progress has been made towards the pledge of refugee education. As of June 2017, some 20,000 additional refugee children have been included in primary schools. In terms of livelihoods, refugees will have access to employment in newly created industrial parks, along with Ethiopians. An irrigation project has been launched to assist refugees and host communities on an equal basis. The project links beneficiary areas to development projects funded by the World Bank through the Development Response for Displacement Impact Project (DRDIP).

Somalia continues to strive to resolve its decades old conflict and to find durable solutions for its displaced population. The country is part of the regional application of the CRRF for the Somalia Situation. The conflict has generated significant outflows making Somalis one of the top four refugee populations globally. While some parts of the country are sufficiently stable to accept returnees, the absorption capacity remains limited and secondary displacement does occur. UNHCR has appointed a Special Envoy and is supporting IGAD's state-building and peace efforts which led to the adoption of the Nairobi Declaration and the preparation of a regional action plan which will concretize host countries' commitments for increasing employment opportunities, freedom of movement and access to basic services. Inside Somalia, the National Development Plan specifically addresses forced displacement. The Government supported by the United Nations is leading the Durable Solutions Initiative, with which the CRRF aligns. The government has displayed notable commitment in the follow-up to the Nairobi Declaration adopted by IGAD Heads of State in March 2017, most recently by organizing a National Leadership Forum in August 2017 on advancing the commitments related to Somalia.

Uganda, being the largest refugee hosting country on the African continent and notably affected by the South Sudan crisis, has a progressive refugee policy and legal framework that enables refugees to enjoy a unique range of rights, including provision of land to every refugee family. The country's hospitality dates back to the 1950s and has continued to host significant numbers of refugees despite challenges of its own. With the new influx of South Sudanese in the last seven months, the country has become the largest refugee-hosting country in Africa. The CRRF in Uganda was officially launched in March 2017. A Government-led Steering Committee and Secretariat, facilitated by UNHCR, are being setup to manage and monitor the CRRF roll-out. Currently, preparations are ongoing for the finalization of guidelines by the government for the integration of refugees in District

Development Plans. Refugees are already incorporated into the second National Development Plan through the government's Settlement Transformation Agenda. As one building block for the CRRF in Uganda, the Refugee and Host Community Empowerment Framework, which supports the implementation of the Government's Settlement Transformation Agenda and is in line with the UN Development Assistance Framework, has also been validated. The Uganda Solidarity Summit, organized in June 2017, served to discussing key priorities challenges and achievements in addressing the needs of both refugees and host communities, and also led to significant pledges of financial support. From an operational angle, as an example of strengthening sustainable and cost-efficient approaches for the emergency response and preparedness, a strategy to transition out of water trucking is being finalized and gradually implemented. Agreement has also been reached with the Ministries of Education and Works on the design of semi-permanent and permanent education infrastructure. In support of strengthened financial base, the parliament approved a \$50 million loan from the World Bank in July 2017.

The United Republic of Tanzania has a long history of welcoming refugees and asylum-seekers from neighbouring countries, including from Burundi, the Democratic Republic of the Congo (DRC) and Rwanda. The country has been hosting refugees for decades and has been in the forefront in naturalizing Burundian refugees who fled in 1972. The scope of the CRRF in the United Republic of Tanzania encompasses both the refugee response and local integration of former Burundian refugees who have received Tanzanian nationality. The Government's pledges made during the Leaders' Summit included revising the national refugee law and policy, which currently limits freedom of movement of refugees. The initial application of the CRRF has concentrated on addressing prerequisites for an inclusive response for refugees and host communities in parallel with continued identification for durable solutions. Examples of new approaches include the issuance of refugee identity documentation in collaboration with the National Identification Authority and a multi-year support initiative in the energy sector. Thematic areas of emphasis include education, health, environment and other key sectors identified in consultation with national, regional and district level government and other partners. The Government officially launch of the CRRF in June, succeeded by a high-level protection dialogue between UNHCR and the government in August. During the dialogue, the Government reiterated its commitment to the revision of its encampment policy and has agreed that projects focusing on the joint provision of services to refugee and host communities should be pursued while the revision of the policy is underway. The CRRF Steering Committee, co-chaired by ministries in charge of refugees and development planning, launched its meetings in September 2017, paving the way for the work of the CRRF Secretariat in charge of daily support to the CRRF roll-out, and the finalization of the roadmap and detailed work plan.

The Americas



Central America and Mexico

The regional approach for the CRRF in Central America and Mexico, currently encompassing Costa Rica, El Salvador, Guatemala, Honduras, Mexico and Panama, is being managed through the Comprehensive Regional Protection and Solutions Framework (CRPSF). The CRPSF builds on the 2014 Brazil Plan of Action and the 2016 San Jose Action Statement, in which States and other partners in the region expressed their collective commitment to address the root causes of displacement and to strengthen protection and solutions for those affected.

Drawing from existing regional cooperation mechanisms, the CRPSF for Central America and Mexico will include an action plan for each participating country, along with concrete responsibility-sharing mechanisms supported by a whole-of-society approach. It will build on existing commitments to address the various dimensions of the situation, including:

- 1) Preventing displacement and addressing root causes.
- 2) Enhancing the provision of international protection for asylum-seekers and refugees in countries of transit and destination.
- 3) Expanding access to third-country solutions.

The CRPSF is State-led and supported by UNHCR, the Organization of American States (OAS), the UN system, the Central American Integration System (SICA) and other stakeholders. National and regional consultations being convened between May - September 2017 are evaluating progress toward the commitments in the Brazil Plan of Action, the San Jose Action Statement, and last year's Leaders' Summit for Refugees. These consultations will inform development of the national chapters in the CRPSF. UN country teams, civil society, the private sector and academia are closely involved in these consultations. The CRPSG will be adopted at a high-level regional conference hosted by Honduras on 26-27 October 2017.

Strategy and partnerships for the CRRF roll-out

The adoption of the NYD and the envisaged Global Compact in 2018 offers a unique opportunity to consolidate efforts and firmly put in place a new approach to respond to refugee situations. Cognizant of the enormity of the task, the High Commissioner established a dedicated Task Team on Comprehensive Responses to steer the development and implementation of the CRRF. This team has been established for a period of two years, until late 2018 when, as envisaged in the NYD, the Global Compact on Refugees will be adopted. As of September 2017 the Task Team comprises 14 experienced staff with a variety of profiles, reflecting their experience not only from UNHCR but from different civil society partners, the International Red Cross Movement, sister UN Agencies, the World Bank, as well as development partners and donor governments.

The Task Team's main focus is the practical application of the CRRF in close collaboration with Regional Bureaus and Divisions in UNHCR Headquarters and with partners. Its core functions include:

- Guiding the operational roll-out of the CRRF.
- Mobilizing new and existing partners and additional financial resources.
- Building and strengthening internal and external capacity required for the CRRF roll-out in the medium and longer-term.
- Monitoring, learning and assessing the CRRF roll-out to further inform its application in current and upcoming roll-out countries.

The role of the Task Team is dynamic in nature, requiring its priorities to be regularly reviewed and adapted to the needs of each current and upcoming refugee situation to which the CRRF is applied. In complement to the continuous dialogue with CRRF roll-out countries and regions, the Task Team's work is also informed by consultations with an informal advisory board consisting of the past, current and future chairpersons of UNHCR's Executive Committee. In order to ensure continuous consultations with a broader range of stakeholders on the application of the CRRF and preparations towards the Global Compact on Refugees at Geneva-level, the Task Team organizes bi-monthly briefings for Member States, international organizations and civil society together with the office of the Assistant High Commissioner for Protection.

While the Task Team based in UNHCR Headquarters provides a lean and agile support structure for the application of the CRRF, the emphasis of staffing is in CRRF roll-out countries where efforts to ensure the effectiveness and sustainability of its application are proving to be particularly staff intensive. At country-level, support staff with CRRF-specific responsibilities are being deployed to complement staff with existing core functions, such as programme, external relations and protection, and to create prerequisites for mainstreaming the application of the CRRF into the Organization's

modus operandi. In parallel to internal capacity building, the operationalization of an effective and sustainable multi-stakeholder approach at country-level, including extensive consultations with existing and potential partners, has proven to be particularly staff intensive in the initial months of the CRRF roll-out.

In addition to boosting the capacity of UNHCR Offices, senior-level and mostly national staff is being provided for the government-led CRRF Secretariats, as in the case of Uganda, the United Republic of Tanzania, and Ethiopia. Some staff are also placed at regional level, such as in the Special Envoy's Office for the Somali Refugee Situation, to ensure follow-up on regional political processes integrating the CRRF roll-out. A small support cell is placed in UNHCR's New York Office with the objective to provide linkages between the application of the CRRF and New York-based political processes such as the UN reform, and discussions surrounding the preparations for the Global Compact on Refugees as well as the Global Compact on Safe, Orderly and Regular Migration.

Outline of CRRF support structure

The Global Task Team based in Geneva, serves as a central hub for the CRRF roll-out. Based on its four core objectives outlined above, the Task Team:

- Consults, engages and advocates with States and other stakeholders to gain support for the CRRF.
- Explores potential links to development actor and private sector initiatives at the global level for implementation at the country level.
- Provides direct support to States, partners and UNHCR in roll-out countries.
- Integrates good practices and lessons learned from previous processes of linking humanitarian and development assistance (Brookings Process, 4 Rs, DAR, Transition Solutions Initiative, Solutions Alliance), as well as existing regional processes beyond the current CRRF roll-out that help informing the application of the CRRF (e.g. the 3RP in the Syria Situation).
- In parallel to the above, gathers and consolidates lessons learned from CRRF roll-out countries for the Global Compact process through continuous stocktaking activities.
- Aligns the CRRF to internal processes including multi-year multi-partner planning, inter-agency cooperation, knowledge management, data gathering, out-reach to private sector and human resource policies. This includes linking to the ongoing Results-Based Management review and the Change Management Director.

To capacitate the CRRF roll-out countries, dedicated staffing capacity is provided as outlined in the financial requirements. Keeping in mind the specificities of each situation, the country level support focuses on:

- Working with the host-governments and partners to establish suitable collaboration structures and include refugees in national service delivery as well as in the national development plans.
- Ensuring the inclusion of refugees in the existing needs assessment and plans with a view to achieving a multi-partner approach which will reflect UNHCR, partner and government contributions/needs to meet the needs of refugees and refugee hosting communities.
- Enhancing the collaboration with key multilateral and bilateral development partners towards inclusion of refugee and host communities.
- Collaborating with the civil society and mobilizing more private sector engagement
- Supporting the identification of the most appropriate modality to ensure a multi-partner approach.

In line with the objectives guiding the application of the CRRF, as outlined in the NYD, UNHCR will further support the process in roll-out countries among others by:

- Increasing efforts for identification of opportunities for livelihood, higher education and institution building interventions. This will include bringing interested private actors to take an active role in improving the economy and services in refugee hosting areas; also for the benefit of host populations.
- Reviewing existing data collection and protection monitoring capacity in roll-out countries with a view to identify gaps and suggest required improvement in support of UNHCR's supervisory responsibilities and mandate obligations towards refugees.
- Reviewing the existing baseline information concerning the protection situation for women and girls with a view to identify gaps in ensuring needs of women and girls requiring additional attention.
- Increasing operational capacity to facilitate family reunification and resettlement.

At regional level, support will focus on:

- Anchoring and enhancing the application of the CRRF through ongoing and planned regional processes. This includes political frameworks, such as the Nairobi Declaration and Plan of Action by IGAD Heads of State for the Somali refugee situation, as well as the Brazil Plan of Action and San Jose Action Statement for the Americas region.
- Identifying structural and, in some cases resource mobilization approaches, to synergize on the regional dimension of national-level processes driving the CRRF roll-out, such as the development of roadmaps led by the CRRF Steering Committees and Secretariats.
- Continuing outreach to relevant regional actors for their effective participation in the CRRF roll-out, including seeking further political support from host and donor country governments for comprehensive refugee responses in line with the New York Declaration.

Partnerships

A multi-stakeholder approach is of core importance in applying the CRRF, as outlined in the NYD. UNHCR has approached the partnership dimension of the CRRF roll-out at global, regional and country levels, focusing both on expanding and strengthening current partnerships to increasingly reflect the development dimensions of forced displacement, while ensuring that humanitarian needs continue being addressed. This section provides a brief overview on the different categories of stakeholders UNHCR engages in the CRRF roll-out through its role as a facilitator of the process.

Host country governments

The application of the CRRF at country-level is led by governments. From the onset of the CRRF roll-out, UNHCR has engaged in close dialogue with governments to strengthen a whole-of-government approach in the refugee response. Through the establishment of CRRF Steering Committees and Secretariats, this has meant for example the expanded involvement of government actors beyond the offices focusing on refugee response through co-chairing and other similar arrangements. Particular focus has been on bringing on board line-ministries as well as local authorities in refugee hosting districts. A key direction of response, especially in the medium- to long-term, is the inclusion and financial quantification of refugees in national and district development plans, and the identification of consistent, predictable support by development partners to ensure that host country governments are properly resourced to lead the response for the benefit of refugee and host communities.

International organizations

UN sister agencies and other international organizations have shown keen interest in participating in the application of the CRRF. At country-level, the CRRF Steering Committees and Secretariats include representation of international organizations, such as the UN Resident Coordinators, complemented by close consultations with UN Country Teams and Agencies bilaterally. Focus areas of work include identification of areas where existing, often broader national processes and plans, such as United Nations Development Assistance Frameworks, can contribute to the CRRF and vice versa. Additionally, UNHCR and individual agencies have looked at how to include refugees in their development activities. The Refugee and Host Community Empowerment Framework in Uganda and the United Nations Joint Programme for Kigoma Region in the United Republic of Tanzania serve as examples for the incorporation of existing United Nations initiatives into the CRRF roll-out.

International financial institutions

UNHCR has entered into close collaboration with the World Bank notably on preparations for its IDA18 refugee sub-window, but also on nurturing further synergies with the Bank's existing engagement in CRRF roll-out countries. UNHCR also continues strengthening existing and building new partnerships with regional multilateral development banks.

Civil society

Both national and international NGOs have been among the key drivers in refining the direction of the CRRF roll-out. The collaboration has been institutionalised through a UNHCR-NGO-IFRC reference group at global level, complemented by active civil society engagement at regional and country levels. National and international NGOs are represented in the structure of CRRF Secretariats and actively contribute to operational and other forms of planning, as well as stocktaking. A key global event in 2017 included the UNHCR-NGO Consultations focusing on the CRRF.

Private sector

Complementary to philanthropic engagement, partnerships with the private sector have significant potential to strengthen a comprehensive refugee response, among others through employment opportunities of refugees. As an example of engagement as part of the CRRF roll-out, UNHCR has signed a Letter of Intent with the International Chamber of Commerce, with a detailed work plan being under preparation. Collaboration will focus on the areas of developing global private sector linkages and ensuring ongoing consultation, exploring opportunities to support infrastructure, service delivery and investment, as well as strengthening opportunities for employment, education and skills for self-reliance. As an example of country-level collaboration, UNHCR continues to develop its close partnership with the IKEA Foundation as part of the CRRF roll-out.

Development partners

The early engagement of development partners, including through bilateral channels in support of the host country governments, is of core importance in enabling long-term sustainability and efficiency of a comprehensive refugee response, both in financial and policy terms. Development partners have demonstrated firm commitment to the CRRF roll-out from the onset and are represented in CRRF Steering Committees and Secretariats. At operational level, UNHCR has engaged in close dialogue with bilateral partners operating in refugee hosting areas, such as JICA, to build on existing responses. UNHCR continues reaching out to development partners currently not engaged in refugee hosting areas, or including refugees in their programmes in these areas, to advocate for concrete means for the inclusion of refugees into development planning and multi-year programming, both at national and district levels. This outreach takes place both at embassy and capital levels.

Regional organizations

UNHCR has nurtured close collaboration with IGAD as part of the regional application of the CRRF to the Somali Refugee Situation, and is part of the Core Group in the follow-up to the Nairobi Declaration together with the European Union and DFID. For the roll-out of the CRRF in Central America and Mexico, UNHCR works closely with the OAS and other regional actors. The continued and enlarged engagement of regional organizations plays a key role in contributing to a situation-based approach in refugee responses that covers multiple countries.

Refugee and host communities

The engagement of, and consultations with, refugees and – more systematically than before – host communities is a continuous element of the CRRF roll-out in order to build ownership and define approaches that serve resilience and long-term solutions in the most appropriate manners. Complementary to continuous consultations in which new approaches brought by a comprehensive refugee response are discussed, UNHCR is also continuously engaging refugees and host populations; and is preparing a specific project on “refugee voices” as part of preparations towards the global compact on refugees. This project is envisaged to feature field consultations in eight countries, including four CRRF roll-out countries.

Planning assumptions

- The NYD was adopted within a context of focused attention on issues of forced displacement and recognition of the development dimensions of forced displacement. Successful implementation of the CRRF will be based on the continued recognition that support to refugees is a global and common concern which will require the commitment of the entire international community.
- Alongside the adoption of the NYD, host governments pledged commitments at the Leaders' Summit for Refugees. These pledges represent foundational changes needed for a new approach towards Refugees and continued international support will be provided. These pledges include commitments for the realization of third country solutions.
- The CRRF revolves around the concept of the active engagement of a broad network of partners at the country level. This entails an expansion of partners and more collaboration between host Governments and communities as well as with humanitarian, development, civil society and private sector partners.
- While the aims for refugees are to realize self-reliance, inclusion in basic services, and durable solutions, host Countries will depend on equitable and predictable support which will enable the transition from humanitarian to development financing. This more comprehensive approach requires greater support and engagement particularly in the early phase of the roll-out.
- The CRRF is not intended to replace existing coordination and appeal mechanisms. It strengthens the linkages between humanitarian and development planning and serves as a dedicated solutions approach for refugees.

Financial requirements for the CRRF Task Team & roll-out support

To address the additional costs associated with the roll out of the CRRF, UNHCR has approved a budget for these requirements. The staffing needs for 2017, as identified and internally endorsed in April 2017, amount to \$8,062,682.

OPERATION	Staffing and Roll-Out Costs (USD)
Djibouti	755,000
Ethiopia	657,000
United Republic of Tanzania	1,180,000
Uganda	926,000
Somali Regional Support*	700,000
Central America and Mexico Regional Approach**	250,000
New York	700,000
Regional and Global Activities	2,400,473
Subtotal	7,568,473
Support costs (7%)	529,793
GRAND TOTAL	8,062,682

*Nairobi and Mogadishu

** Costa Rica, El Salvador, Guatemala, Honduras, Mexico, and Panama

Priorities for resource mobilization

- Dedicated funding is urgently required for the activities proposed in this appeal in order to avoid obliging UNHCR to draw upon its unearmarked funding, or from using funds already earmarked for operational activities in each country.
- Funding should, ideally, be *earmarked to activities in this appeal in countries where the CRRF is being piloted and where dedicated staffing support is required.*
- Ideally, *all funds raised should be flexible in their implementation period;* meaning, UNHCR should be able to carry funds to the following year. This will enable the smooth continuation of activities, make staffing more predictable, and avoid situations of UNHCR receiving funds it may not be able to spend within the calendar year.

Developing the Comprehensive Refugee Response Framework Special Appeal 2017