UNHCR
The UN Refugee Agency

GLOBAL APPEAL
2017 UPDATE

Precarious futures,
Shared responsibilities

FINANCIAL | OPERATIONAL | STATISTICAL

Global Appeal 2017 Update

UNHCR's Global Appeal provides information for governments, private donors, partners and other readers interested in the organization's priorities and budgeted activities for 2017. Information is now presented in two ways: through this print publication and on the Global Focus website.

The *Global Appeal 2017 Update* print publication presents the financial resources that will be required in 2017 for UNHCR's programmes to protect and improve the lives of tens of millions of forcibly displaced people: refugees, internally displaced people, returnees, stateless people and others of concern. It highlights the challenges faced by the organization and its partners in attempting to respond to multiple life-threatening crises and ever-growing humanitarian needs.

All budgets and planning figures in this Appeal correspond to the needs presented in the revised 2016-2017 biennial programme budget approved by the member States of UNHCR's Executive Committee in October 2016. Any new needs arising in the second half of 2016 will be presented separately in supplementary appeals.

The *Global Focus* website was launched in early 2015 as UNHCR's main operational reporting platform for donors. The website now offers regularly updated information about programmes, operations, financial requirements, funding levels and donor contributions.

Global Appeal 2017 Update

Global overview: UNHCR's requirements in 2017

Regional summaries

Statistics and financials

Themes and topics

Global Focus website • reporting.unhcr.org

Population: Statistics and planning figures of people of concern to UNHCR

Operations: 72 operations plans and summaries, Subregional dashboards

Themes: Data on selected operational themes and objectives

Financials: Budgetary requirements, donor profiles of governmental and private donors

UNHCR in 2017

Mission

The High Commissioner for Refugees is mandated by the United Nations to lead and coordinate international action for the worldwide protection of refugees and the resolution of refugee problems. To date (October 2016), 148 States are parties to the 1951 Convention relating to the Status of Refugees and/or to its 1967 Protocol.

UNHCR's primary purpose is to safeguard the rights and well-being of refugees. In its efforts to achieve this objective, the Office strives to ensure that everyone can exercise the right to seek asylum and find safe refuge in another State, and to return home voluntarily. By assisting refugees to return to their own country or to settle permanently in another country, UNHCR also seeks lasting solutions to their plight.

UNHCR's Executive Committee (98 member States as of October 2016) and the UN General Assembly have authorized involvement with other groups. These include former refugees who have returned to their homeland; internally displaced people; and people who are stateless or whose nationality is disputed. To date (October 2016), 89 States are parties to the 1954 Convention relating to the Status of Stateless Persons and 68 to the 1961 Convention on the Reduction of Statelessness.
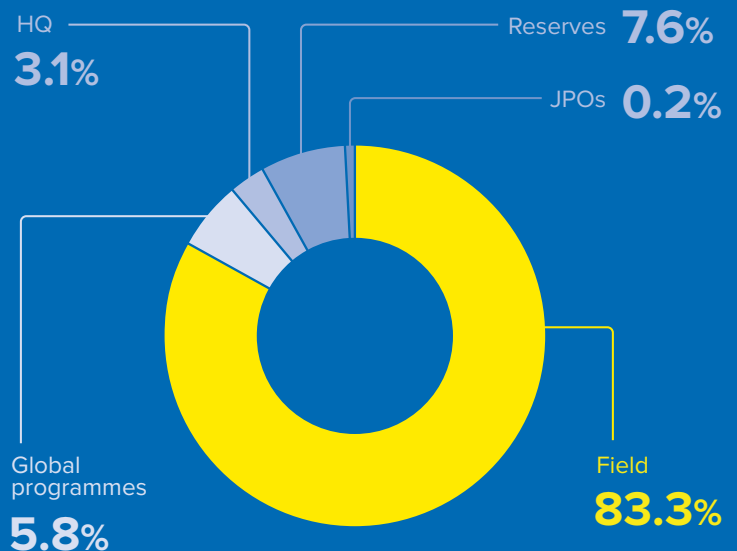
The Office seeks to reduce situations of forced displacement by encouraging States and other institutions to create conditions which are conducive to the protection of human rights and the peaceful resolution of disputes. In all of its activities, it pays particular attention to the needs of children and seeks to promote the equal rights of women and girls.

The Office carries out its work in collaboration with many partners, including governments, regional organizations, international and non-governmental organizations. It is committed to the principle of participation, believing that refugees and others who benefit from the organization's activities should be consulted over decisions which affect their lives.

64 Million People of concern

Unit: million

PROJECTION in 2016 - 2017
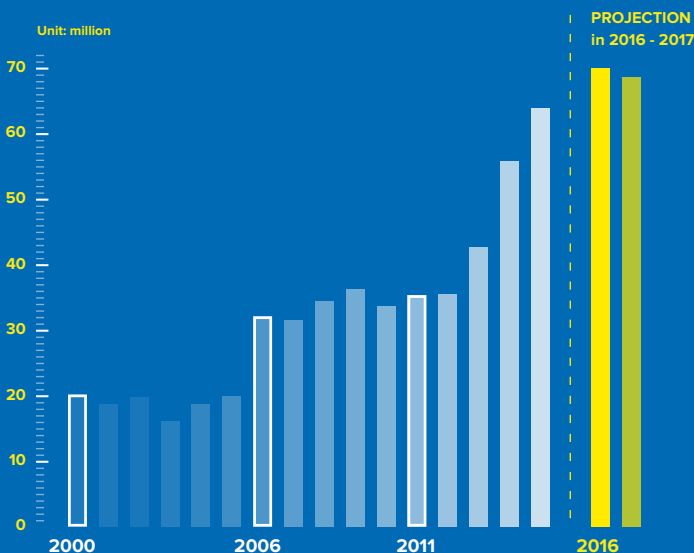
$7.310 Billion Global Budget

HQ **3.1%**

Reserves **7.6%**

JPOs **0.2%**

Global programmes **5.8%**

Field **83.3%**

Key figures for 2017
in the field

AFRICA
MIDDLE EAST & NORTH AFRICA
EUROPE
ASIA & PACIFIC
AMERICAS

UNHCR Staff / Unit: 100

ASIA & THE PACIFIC
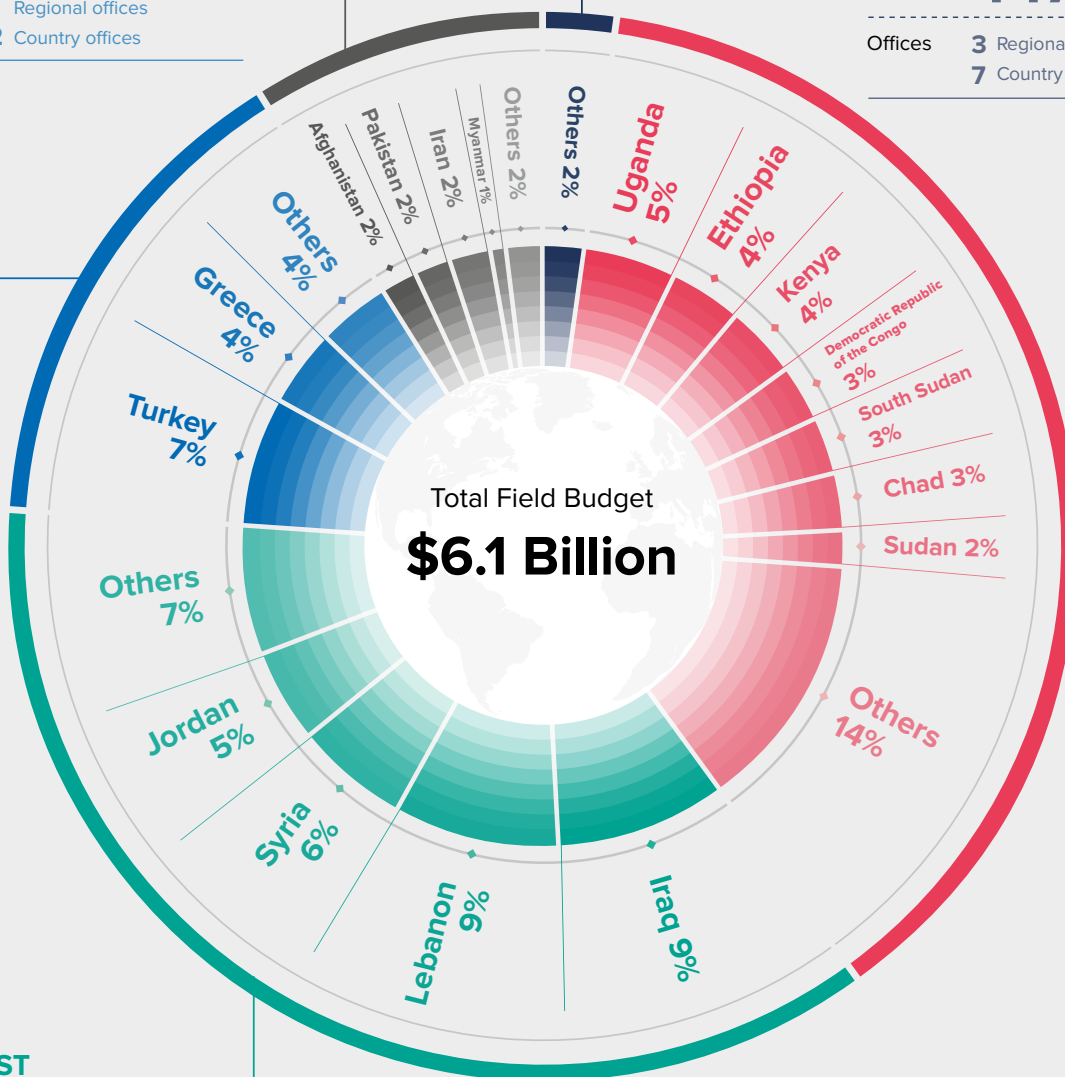
Budget	Staff	Office	
9%	**1,238**	3	Regional offices
		18	Country offices

EUROPE

Budget	**15%**
Staff	**1,237**
Offices	6 Regional offices
	22 Country offices

AMERICAS

Budget	**2%**
Staff	**447**
Offices	3 Regional offices
	7 Country offices

Total Field Budget
$6.1 Billion

Others 2%
Myanmar 1%
Iran 2%
Pakistan 2%
Afghanistan 2%
Others 4%
Greece 4%
Turkey 7%
Others 7%
Jordan 5%
Syria 6%
Lebanon 9%

Others 2%
Uganda 5%
Ethiopia 4%
Kenya 4%
Democratic Republic of the Congo 3%
South Sudan 3%
Chad 3%
Sudan 2%
Others 14%
Iraq 9%

MIDDLE EAST & NORTH AFRICA

Budget	**36%**
Staff	**2,029**
Offices	1 Regional office
	11 Country offices

AFRICA

Budget	**38%**
Staff	**5,365**
Offices	3 Regional offices
	31 Country offices

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Thematic Chapters

UNHCR | Global Focus
The UN Refugee Agency | UNHCR Operations Worldwide

http://reporting.unhcr.org

UNHCR's Global Focus website offers:

- Regularly updated information about programmes, operations, financial requirements, contributions, expenditures and donor profiles
- Operational information for 72 countries, including year-end reports for the largest 42 operations
- Subregional and regional overviews
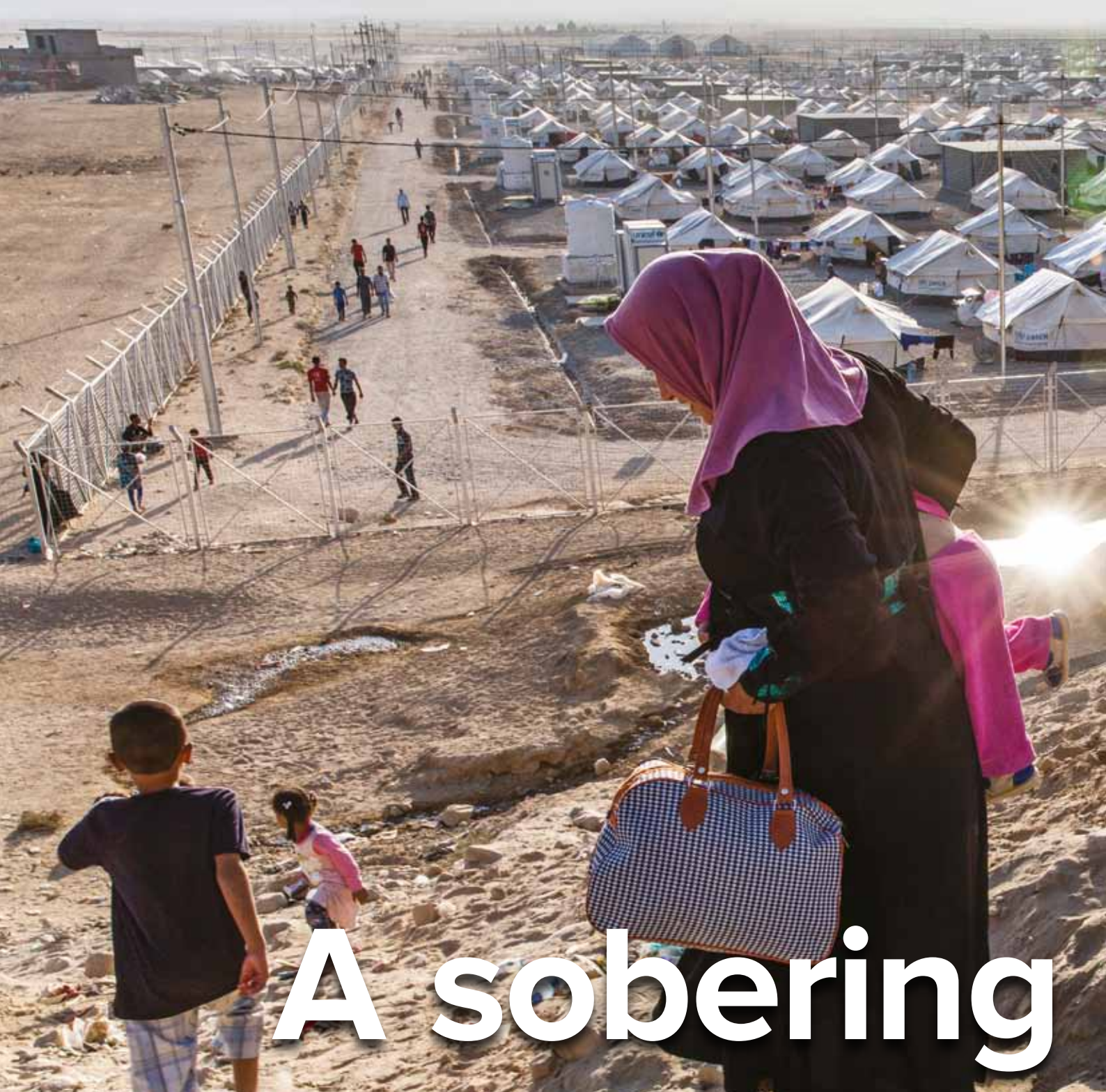
A sobering

by **Filippo Grandi**
UNITED NATIONS
HIGH COMMISSIONER FOR REFUGEES

As 2016 draws to a close, the plight of those uprooted by conflict, violence and persecution is higher on the international agenda than perhaps ever before. Yet building and maintaining peace has become increasingly difficult, with more than 65 million people now displaced globally as refugees, or within their own countries.

The entangled conflicts in Iraq and Syria account for almost a quarter of this number, but major crises in South Sudan, Yemen and the Lake Chad region of Africa are also major drivers of forced displacement. Meanwhile, continued instability in countries such as

picture

Internally displaced
Iraqi women and
children walk down
a rocky path into
Debaga camp, near
Mosul in northern Iraq.

Somalia and Afghanistan means that large numbers of people remain in protracted displacement, with little hope of a definitive solution. The impact of refugee outflows is most acutely felt in the countries neighbouring the conflict zones, with nine out of ten refugees hosted in developing countries.

Displacement is also exacerbated by factors such as food insecurity, environmental degradation, climate change and scarcity of resources – with the result that people are being forced from their homes for a more complex range of reasons than at any point in history. At the same time, access to protection is all too often compromised, with borders closed, entry restricted and the quality of asylum undermined.

Those who do reach safety are often left struggling on the margins of society, with few opportunities to establish meaningful and productive lives. Refugees face increasing pressures to return home, in a manner that may be less than voluntary and in which their ability to pursue a secure and productive future is far from assured. In certain regions, xenophobia and nationalism undermine the values of tolerance and solidarity on which the Refugee Convention and the long-standing tradition of asylum are founded.

Unable to return home because of conflict and persecution, some are moving onwards and—together with migrants—are exposed to heightened protection risks, including exploitation by traffickers and smugglers in life-threatening journeys across land and sea.

Acknowledging shared responsibilities and forging new responses

And yet, despite this challenging picture, 2016 has seen a remarkable upsurge in international attention to the refugee cause. And despite many challenges, the international refugee protection regime is still at the foundation of how states respond to refugee outflows, with most countries bordering conflict zones still keeping their borders open as they search for ways to reconcile their international obligations with domestic social, economic and security concerns. The majority of host countries—many of them, we should remember, amongst the poorest in the world—have remained resolute in extending protection to those seeking it, providing essential assistance and basic services and enabling them to pursue a path to greater stability.

Forced displacement has taken centre stage as one of today's defining global challenges. In September 2016 the United Nations Summit on Refugees and Migrants, and the Leader's Summit on Refugees hosted by U.S. President Obama, together gave voice to a critical recognition that international cooperation lies at the heart of the international protection regime, so placing the refugee issue firmly on the international agenda for the first time in decades.

UNHCR's strategic directions

Against this sobering backdrop—and yet one which also presents real possibilities for change—a number of key considerations and priorities have emerged that will shape UNHCR's strategic directions over the coming years.

First, UNHCR will continue to be a consistent and articulate voice for protection principles and standards and for the rights and dignity of refugees, IDPs and stateless people, and will embed these aims at the centre of its responses. Our engagement is driven by the fundamental objective of saving lives and protecting rights. In today's context this means offering practical support to countries striving to uphold their responsibilities amidst complex political and security challenges. It means forging responses to new protection challenges and drivers of displacement, such as in the Northern Triangle of Central America. It means direct operational engagement, consistently seeking regular contact with the people and communities we serve, and ensuring their full participation in decisions affecting their lives.

Second, we will enhance and deepen our pursuit of solutions, even though this may sometimes seem counterintuitive in the context of so many intractable conflicts. UNHCR has been mandated to seek out and leverage possible solutions that would enable refugees, IDPs and stateless people to acquire or reacquire full membership in society and to build productive and stable futures. This means orienting our response towards the pursuit of solutions from the very outset of a crisis, and mobilizing the political, security and development actors that have the capacity to address the drivers of displacement. In places such as Myanmar and Colombia, real prospects for political solutions have emerged, which in turn could pave the way to resolving the long-term displacement in and from those countries. In situations in which a definitive resolution of conflict is not yet in sight and the conditions are not yet in place for organized return, host countries must receive intensified support and those who opt to return voluntarily on their own must be provided with reintegration assistance.

The pursuit of solutions also encompasses our commitment to end statelessness. With an estimated 10 million people currently without a nationality, progress is—and has proven to be—

UN High Commissioner for Refugees Filippo Grandi talks to an Afghan boy at a shelter for unaccompanied minors in Athens, Greece.

possible, with a strong collective commitment and the right investments.

A third strategic direction is to reinforce and expand UNHCR's capacity and expertise in emergency preparedness and response. Although this has always been a defining priority of our work, the increasing number of large-scale new and recurring crises means that we must redouble our efforts in this area. In the last quarter of 2016, more than 2,000 people were fleeing South Sudan every day, and inter-agency preparations were intensifying—despite mounting concerns over inadequate financial resources—in anticipation of the displacement of hundreds of thousands of people from Mosul in Iraq. Emergencies such as these represent the point at which protection risks are most acute, and we will continue to invest in ensuring our ability to respond.

Fourth, we are firmly committed to securing the engagement of development actors in addressing forced displacement and statelessness. There is a growing consensus that development investments must play a central role in addressing displacement and laying the groundwork for solutions. The principle of universality, embedded in the 2030 Agenda for Sustainable Development, provides the basis upon which refugees, the internally displaced and stateless people should be included in development planning.

To achieve this, we have been progressively scaling up our partnership with the World Bank and other key development actors, such as the ILO and OECD. New instruments and ground-breaking approaches are helping ensure that the displaced and stateless people are included in national systems and services and that they are connected with economic opportunities that also benefit host communities. With fewer than half of all school-age refugees in school, expanding access to education through inclusion in national systems, and avoiding parallel ones

where possible, is another key priority that can only be achieved through sustained international investment.

Finally, UNHCR will aim to work more systematically across the entire spectrum of displacement and, in particular, forge a more decisive and predictable engagement with internally displaced people in collaboration with OCHA and other partners, and in line with established coordination mechanisms. We will pursue situational approaches that ensure that our engagement with refugees, IDPs, returnees and stateless people is coherent and mutually reinforcing.

These five strategic directions will be underpinned by a reinvigorated commitment to partnerships and a diverse and coherent multilateral system, shaped by the important outcomes of the World Humanitarian Summit. Partnerships with governments—which bear the primary responsibility for protection and solutions—are especially important, as are our partnerships with national and international NGOs. Yet there is a compelling need to expand partnerships and alliances to encompass a broader range of actors and individuals than in the past. Private sector partners, in particular, are playing an increasingly prominent role in shaping public opinion and driving change, and in providing the added resources, technical expertise, creativity and innovation to address displacement.

The New York Declaration and the Comprehensive Refugee Response Framework

The New York Declaration on Refugees and Migrants provides a powerful platform for change in the way the international community engages in refugee crises. It reaffirms the importance of the international refugee protection regime, including the protection principles and standards articulated in the 1951 Refugee Convention and associated instruments, but also international

customary law and many cultural and religious traditions that have afforded protection to refugees over the years. It clearly recognizes that today's refugee crises cannot be managed by any one State alone, and calls for a predictable and collaborative response based on international solidarity.

The Comprehensive Refugee Response Framework, called for in the Declaration, provides a blueprint for translating the principle of responsibility-sharing into action, in support of refugees and host communities. It is based on the fundamental principle that refugees are a matter of international concern and emphasizes the need to engage a full range of instruments and actors in the political, security, humanitarian and development spheres. A key priority for UNHCR in 2017 and 2018 will be to work together with partners to apply the framework operationally and—drawing from the resulting experience—to develop a global compact for refugees to be adopted in 2018, as envisaged in the Declaration. Many elements of the framework can already be discerned in some operations and will be amplified and accelerated as appropriate.

To achieve these goals, we will work closely with States, UN partners and other international organizations, including the ICRC and the Red Cross and Red Crescent movement, NGOs and civil society, academia and the business community, as well as refugees themselves.

The next two years will undoubtedly continue to bring new and complex challenges with regard to forced displacement and statelessness. However, this is also a moment of real opportunity. As such, it must be grasped and translated into concrete action – action that leads to demonstrable improvements in the lives of those to whom we are mandated to protect and assist. With the strategic directions guiding its response, UNHCR will be well placed to play a key role in mobilizing and shaping a stronger, more predictable and systematic international response to displacement crises globally. ▪

UN Special Envoy Angelina Jolie meets with a young boy who is being treated at the Médecins Sans Frontières hospital in Amman, Jordan.

© UNHCR/ Ivor Prickett

Special Envoy

With 16 years of service to UNHCR, Special Envoy Angelina Jolie Pitt continues to be a staunch advocate for refugees and for the need to find solutions to their plight. She supports the High Commissioner in appealing to governments to find diplomatic solutions to crises around the world and to consider what more can be done to provide safety to those fleeing persecution and war. She has recently focused her efforts on the Syria situation, visiting Syrian refugees in Greece, Jordan and Lebanon in 2016 and urging world governments to show leadership in addressing the crisis. On World Refugee Day, following a meeting with the US Secretary of State, John Kerry, the Special Envoy issued an urgent call for governments to address conflict and insecurity, and to do more for the displaced worldwide. ■

"If I ask people for anything on this day, it is to take a moment and to truly grasp what a refugee crisis of today's magnitude means for peace and security of the world. I ask people to understand that with 65 million people displaced by conflict, we are facing a world of wars we cannot ignore or turn our backs on. To do that would be naive, irresponsible, and dangerous."

"We face a very clear choice: to continue as we are and see displacement and insecurity grow, or to come together with other nations and find a new approach, one that does not focus solely on aid and resettlement but on solution, stability, and returns."

Global Strategic Priorities 2016-2017

UNHCR's Global Strategic Priorities (GSPs) continue to guide it and its partners in strengthening protection, improving the quality of life and seeking solutions for refugees and other people of concern. Field offices, together with partners, carefully review the operational GSPs to select those relevant to their specific operational context. In determining those priorities, UNHCR operations consult closely with people of concern, in line with UNHCR's Age, Gender and Diversity approach, and in support of the fulfilment of its commitments to accountability to affected populations. UNHCR Headquarters and regional offices are also guided by the support and management GSPs in the work they carry out in the area of oversight, policy development and support to field operations.

The pursuit of GSPs in UNHCR operations also contributes to larger efforts to support Governments in making progress on the SDGs as many GSPs focus on areas covered by the 2030 Agenda for Sustainable Development, such as gender equality, peace and justice, food security, health, education, livelihoods, and water and sanitation. As it is widely recognized that refugees and other displaced people, as well as stateless individuals, are often most at risk of being "left behind", UNHCR operations take an active part in national SDG discussions to advocate for the inclusion of people of concern in national plans.

MONITORING AND TRACKING

The Global Engagements set for each of the GSP areas will continue to provide the foundation for measuring and reporting on UNHCR's overall achievements on these priorities. The 2016-2017 Global Engagements are presented in the right–hand column in the matrix that follows.

In the course of implementation, UNHCR operations together with partners will track progress achieved against country-level targets and make adjustments to its programmes as required. At Headquarters, colleagues engaged in the various areas covered by the GSPs closely track the progress achieved by field operations and provide support and advice as needed.

CHALLENGES

Given that the overall needs in most operations largely exceed the availability of available resources, all UNHCR operations are called upon to make careful prioritization decisions among equally compelling priority areas. Discussions at the country level involving partners and consultations with people of concern will determine the optimal balance of what is prioritized, taking into account the levels of criticality, the likelihood for success, and considerations linked to cost efficiency. UNHCR will also continue to engage with governments to ensure their full support in achieving success on some of the GSP areas.

GLOBAL STRATEGIC PRIORITIES 2016-2017

Operational

		IMPACT INDICATOR	ENGAGEMENT

Favourable protection environment

		IMPACT INDICATOR	ENGAGEMENT
	1 Ensuring access to territorial protection and asylum procedures; protection against refoulement; and the adoption of nationality laws that prevent and/or reduce statelessness	Extent law consistent with international standards relating to refugees	Seek improvements in national law and policy in 80 countries so as to be consistent with international standards concerning refugees and asylum-seekers
		Extent law and policy consistent with international standards relating to internal displacement and on prevention of statelessness	Seek improvements in national law and policy in 20 countries, so as to be consistent with international standards concerning IDPs
			Seek improvements in citizenship laws in 41 countries, so as to be consistent with international standards on the prevention of statelessness
		% of stateless people for whom nationality granted or confirmed	Seek to increase the percentage of stateless people who acquire or confirm nationality in 16 situations

Fair protection process and documentation

	2 Securing birth registration, profiling and individual documentation based on registration	% of children under 12 months old who have been issued with a birth certificate by the authorities	Seek to increase the systematic issuance of birth certificates to newborn children in 53 situations
		% of people of concern registered on an individual basis	Seek to maintain or increase levels of individual registration in 96 refugee situations

Security from violence and exploitation

	3 Reducing protection risks faced by people of concern, in particular, discrimination, sexual and gender-based violence and specific risks faced by children	Extent known SGBV survivors receive appropriate support	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.
		Extent community is active in SGBV prevention and survivor-centred protection	Seek improved community involvement in SGBV prevention and protection of survivors in 58 refugee situations, 8 situations where UNHCR is operationally involved with IDPs, and 4 returnee situations.
		% of unaccompanied and separated children for whom a best interest process has been initiated or completed	Seek to 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.
		Extent children of concern have non-discriminatory access to national child protection and social services	Seek increase 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.

			IMPACT INDICATOR	ENGAGEMENT

Basic needs and services

	4	Reducing mortality, morbidity and malnutrition through multi-sectoral interventions	Prevalence of global acute malnutrition (GAM) (6-59 months)	Seek to maintain UNHCR standards or reduce level of GAM in 36 situations where refugees live in camps or settlements
			Under-5 mortality rate	Seek to maintain UNHCR standards or reduce mortality levels of children under 5 years old in 44 situations where refugees live in camps or settlements
	5	Meeting international standards in relation to shelter, domestic energy, water, sanitation and hygiene	% of households living in adequate dwellings	Seek to 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
			Average number of litres of potable water available per person per day	Seek to maintain or increase the level of water supply in 46 refugee situations

Community empowerment and self-reliance

	6	Promoting active participation in decision-making of people of concern and building coexistence with hosting communities	% of active female participants in leadership/ management structures	Seek improved participation of women in leadership/management structures in 54 refugee situations and 4 situations where UNHCR is operationally involved with IDPs
			Extent local communities support continued presence of people of concern	Seek improvements in relations between people of concern and local communities in 65 refugee situations
	7	Promoting human potential through increased opportunities for quality education and livelihoods support	% of people of concern (18-59 years) with own business/self employed for more than 12 months	Seek to maintain or increase the percentage of people of concern who are supported to improve their business/self-employment opportunities in 38 operations
			% of primary school-aged children enrolled in primary education	Seek improved enrolment rate of primary school-aged children in 96 refugee situations

Durable solutions

	8	Expanding opportunities for durable solutions for people of concern, particularly those in protracted situations, including through strengthening the use of comprehensive approaches and contributing to sustainable reintegration, local settlement and successful resettlement in third countries.	Extent return has been voluntary, and in safety and dignity	Support refugees to return voluntarily, and in safety and dignity, in 42 situations where conditions permit
			Extent returnees have same access to rights as other citizens	Support returnees in 16 situations to reintegrate in a sustainable manner, with the same access to rights as other citizens
			Extent social and economic integration is realized	Support local integration in 42 refugee situations where conditions permit
			% of people of concern, identified in need of resettlement, submitted for 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

Support and Management

IMPACT INDICATOR

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

- Financial management at UNHCR Headquarters and in the field is strengthened, and adequate internal control infrastructure is in place
- Accounts are recorded in full compliance with IPSAS, and UNHCR endeavours to benefit from it to the maximum extent

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

- Global protection and solutions capacity and response is strengthened through direct operational support and enhanced monitoring

3 Programme implementation is supported by timely, effective and predictable delivery of information and telecommunications services

- Field operations have access to reliable, fast and secure information and communications technology networks and tools

4 UNHCR makes effective use of and contributes to improving inter-agency humanitarian coordination mechanisms

- Effective coordination and leadership is established for refugee responses and UNHCR-led clusters at global and operational levels

5 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

- Operational performance is monitored and analysed with a focus on results, and support is provided to the field for enhanced results orientation
- UNHCR's global strategies for public health, settlement and shelter, livelihoods, and safe access to energy inform operational planning and implementation of activities in these technical areas

6 UNHCR effectively prepares for and responds to emergencies

- Core relief items are stocked to provide emergency assistance for up to 600,000 people
- Relief items are dispatched within 48 hours
- 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 people of concern
- A qualified security workforce is maintained and security staff are deployed to emergencies

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

- Overall gender balance is achieved
- Staff members meet their learning needs
- Assignments are made in an efficient and timely manner
- Compliance is achieved in respect of performance reporting
- Staff are committed and satisfied with their work

8 UNHCR mobilizes political, financial and operational support from public and private sectors through effective strategic partnerships, multimedia communication, targeted campaigns and fundraising strategies

- Resource mobilization strategies are enhanced to increase funding towards UNHCR's budget from public and private sources
- Partnerships with member States of the Executive Committee, UN agencies, NGOs and the humanitarian system are enhanced
- Strategic external communication is strengthened through targeted multimedia campaigns and timely public updates
- Information on operations is made accessible to external stakeholders in a transparent manner

POPULATIONS OF CO

NORTHERN, WESTERN, CENTRAL AND SOUTHERN EUROPE

NORTH AMERICA AND THE CARIBBEAN

NORTH AFRICA

WEST AFRICA

CENTRAL AFRICA AND THE GREAT LAKES

LATIN AMERICA

Legend:
- 🟡 Refugees
- 🔵 Asylum-seekers
- 🔵 Returnees (refugees and IDPs)
- 🔵 Stateless people
- 🔵 Internally displaced people (IDPs)
- ⬜ Others of concern

Population of concern
- 10,000,000
- 5,000,000
- 1,000,000
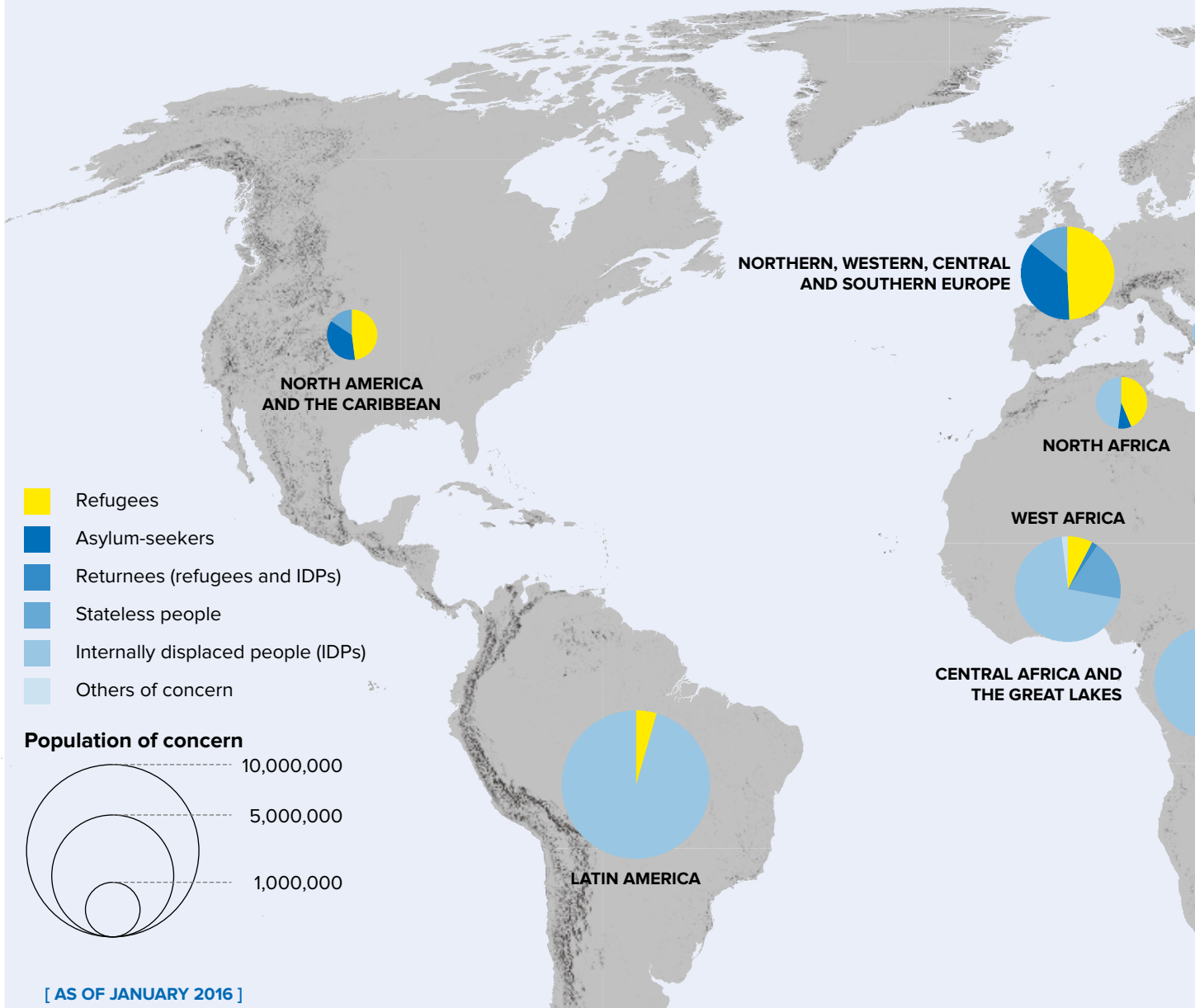
[AS OF JANUARY 2016]

Subregion	Refugees	People in refugee-like situations	Total refugees	Of whom assisted by UNHCR	Asylum-seekers	Returned refugees	IDPs protected/ assisted by UNHCR [1]
Central Africa and Great Lakes [3]	1,173,389	15,852	1,189,241	1,058,223	18,468	35,237	1,889,161
East and Horn of Africa	2,739,375	-	2,739,375	2,739,375	106,959	74,467	6,193,660
West Africa	294,953	-	294,953	286,295	7,885	16,375	2,680,061
Southern Africa	189,842	-	189,842	61,967	1,159,702	4,698	-
North Africa [4]	371,954	26,000	397,954	297,949	74,395	4	434,869
Middle East [5][6]	2,303,454	38,146	2,341,600	2,153,368	67,976	6,122	13,498,781
South-West Asia	2,777,668	20,485	2,798,153	2,798,153	6,566	61,394	2,320,414
Central Asia	3,164	-	3,164	2,080	543	-	-
South-East Asia [7][8]	187,435	253,252	440,687	240,433	76,515	3	514,263
South Asia	234,832	-	234,832	44,995	7,105	852	44,934
East Asia and the Pacific [9]	348,838	4,581	353,419	909	43,884	1	-
Eastern Europe [10]	2,867,283	16,679	2,883,962	2,519,197	222,406	5	2,486,636
South-Eastern Europe	44,843	385	45,228	17,179	1,059	463	318,326
Northern, Western, Central and Southern Europe	1,450,479	11,750	1,462,229	19,176	1,075,781	-	-
North America and the Caribbean	409,976	-	409,976	879	307,455	-	-
Latin America	86,408	250,404	336,812	42,614	43,242	1,794	7,113,067
TOTAL	**15,483,893**	**637,534**	**16,121,427**	**12,282,792**	**3,219,941**	**201,415**	**37,494,172**

Map labels:

EASTERN EUROPE

CENTRAL ASIA

SOUTH-EASTERN EUROPE

SOUTH-WEST ASIA

SOUTH ASIA

EAST ASIA AND THE PACIFIC

THE MIDDLE EAST

SOUTH-EAST ASIA

EAST AND HORN OF AFRICA

SOUTHERN AFRICA
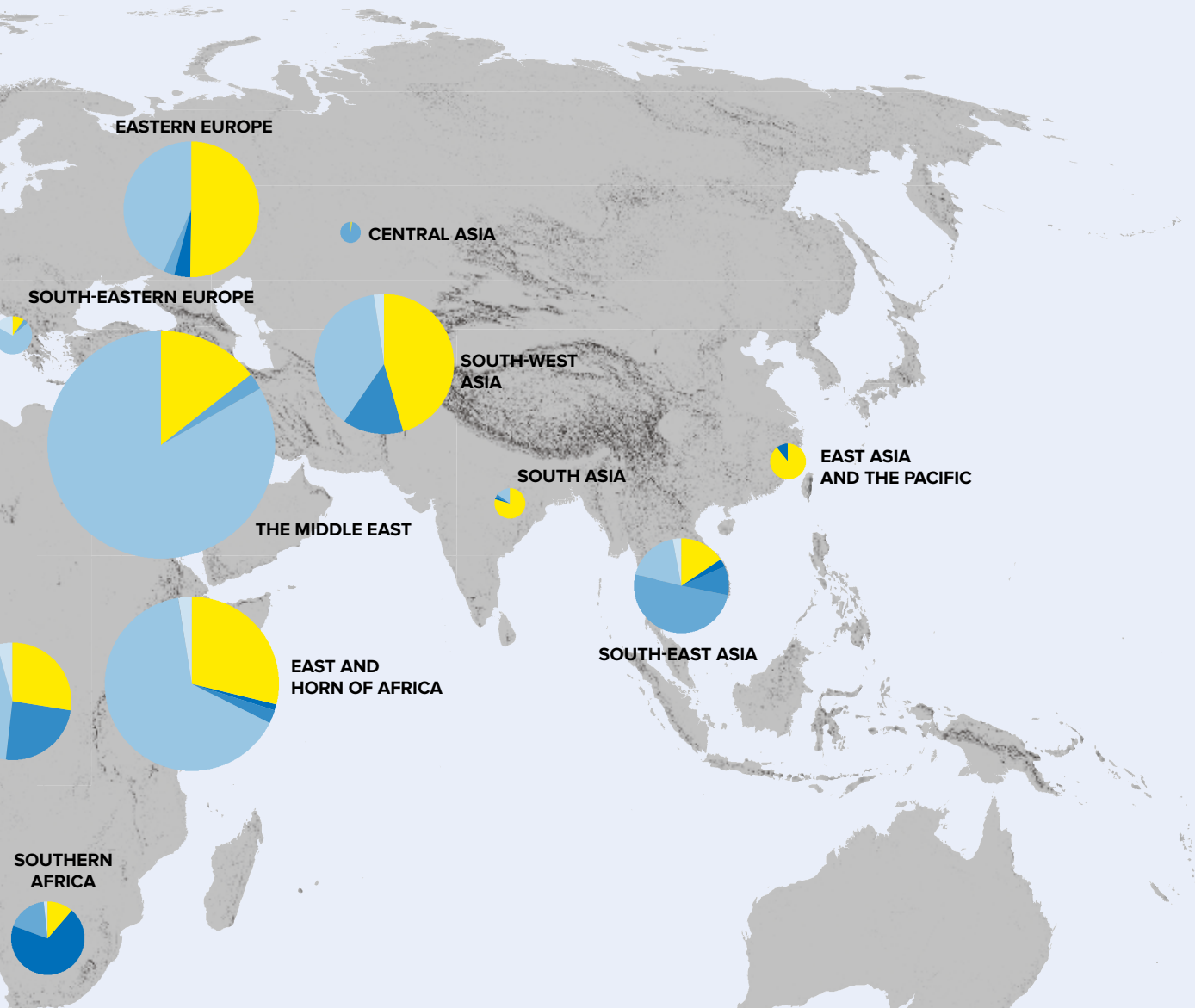
Returned IDPs	People under UNHCR's statelessness mandate	Various [2]	Total population of concern
1,014,893	1,302	187,577	4,335,879
157,663	20,000	234,381	9,526,505
53,950	700,116	71,536	3,824,876
-	300,000	28,414	1,682,656
-	22	2	907,246
1,747	374,215	8,838	16,299,279
800,291	-	150,317	6,137,135
-	130,324	53	134,084
280,113	1,432,213	80,710	2,824,504
8,112	-	384	296,219
-	801	1	398,106
-	152,993	-	5,746,002
545	17,002	77,329	459,952
-	422,156	6,085	2,966,251
-	134,747	148	852,326
-	1,838	24,965	7,521,718
2,317,314	**3,687,729**	**870,740**	**63,912,738**

The data are generally provided by Governments, based on their own definitions and methods of data collection. A dash (-) indicates that the value is zero, not available or not applicable.

[1] Includes people who are in an IDP-like situation.

[2] People of concern to UNHCR not included in the previous columns but to whom UNHCR extends protection and/or assistance.

[3] Democratic Republic of the Congo: The number of Rwandan refugees in the Democratic Republic of the Congo is subject to change based on a registration exercise that resulted in a figure of 243,000 identified Rwandans.

[4] Algeria: According to the Government of Algeria, there are an estimated 165,000 Sahrawi refugees in the Tindouf camps.

[5] Jordan: The refugee population includes 33,200 Iraqis registered with UNHCR in Jordan. The Government estimates the number of Iraqis at 400,000 individuals at the end of March 2015. This includes refugees and other categories of Iraqis.

[6] Refugee figures for Iraqis in the Syrian Arab Republic are Government estimates. UNHCR had registered and was assisting 18,300 Iraqis at the end of 2015.

[7] Bangladesh: The refugee population includes 200,000 people originating from Myanmar in a refugee-like situation. The Government of Bangladesh estimates the population to be 300,000 - 500,000.

[8] Myanmar: The figure for stateless people refers to people without citizenship in Rakhine State only and does not include an estimated 170,000 IDPs and people in an IDP-like situation who are included under the IDP population, but who are not considered nationals. The total stateless population in Rakhine State is estimated to be approximately 1 million.

[9] China: The 300,000 Vietnamese refugees are well integrated and in practice receive protection from the Government of China.

[10] Turkey: The number of Syrians in Turkey (2,503,500) is a Government estimate.

Needs and Fundi

UNHCR presented its updated planned activities and corresponding budgetary needs in the Biennial Programme Budget 2016-2017 (revised) of the Office of the United Nations High Commissioner for Refugees. This chapter provides an update of the overview of the planning process used to identify needs UNHCR foresees for refugees, stateless people and others of concern. It also offers an update on the financial resources UNHCR will require in 2017 in order to provide them with protection, assistance and solutions. More detailed information on UNHCR's 2016 programmes and priorities at the regional, subregional and country levels are available in this Appeal and on the Global Focus website http://reporting.unhcr.org, UNHCR's main operational reporting platform for donors.

The 2017 financial requirements amount to $7.310 billion. Compared to the 2016 revised financial requirements, these represent a slight decrease of 1.6 per cent. UNHCR thus expects 2017 to be as demanding as 2016, and providing a consistent level of support to the millions of people of concern to the Office and to the partners with which it works will result in further operational and financial strain in the absence of further financial support. With the gap between needs and funding increasing, UNHCR must adopt more innovative and more long-term approaches to how it plans and responds to the needs of people of concern, but also in how and from where it raises funds to do so.

The multiplication of large-scale emergencies and the complex needs they generate, needs which are captured under UNHCR's comprehensive needs assessment, remain the main factors behind the sharp rise in UNHCR's budget, which has more than doubled since 2010. The crises to which UNHCR responded in 2016—among them the crises in the Middle East in the Syrian Arab Republic (Syria), Iraq, and Yemen; in Africa in South Sudan, the Central African Republic, Nigeria, Burundi, Somalia; to the refugee crisis in Europe and to internal displacement in Ukraine; and in the Americas to the complex situation across the Northern Triangle of Central America—will all continue into 2017. The three largest emergencies to which UNHCR will respond in 2017—Iraq, Lebanon and Turkey—will alone take up nearly a quarter—23 per cent—of the budget for programmed activities.

ng Requirements

This means people of concern will still require the range of assistance and services which UNHCR and its partners can provide. The requirements in the 2017 budget are to respond to the needs of a **projected 68.8 million people of concern, a number which has doubled since 2010's recorded total of 34 million people (see Figure 1)**. According to current estimates, the total population of concern is expected to increase by some 6.2 million people, or 10 per cent, by the end of 2016, in comparison to the final population data for 2015. An overall

decrease of approximately 1.3 million people, or 2 per cent, is projected in 2017, due mainly to the projected stabilization of the number of IDPs of concern. This number is expected to return to the 2015 level.

With demands growing by the day to help respond to the needs of tens of millions of people of concern in 2017, UNHCR presents this overview of its budget, which was approved by UNHCR's Executive Committee in October 2016.

FIGURE 1

Projected numbers of people of concern

		2015	2016	2017
	(in thousands)			
People of concern		Actual	Projection	Projection
Refugees [1]		16,21	17,103	17,205
Asylum-seekers (pending cases)		3,220	3,457	3,519
Returnees (arrivals during the year)		201	584	730
People under UNHCR's statelessness mandate		3,688	3,766	3,742
Internally displaced people (IDPs) [2]		37,494	39,890	37,758
Returned IDPs (during the year)		2,317	4,439	4,901
Others of concern		871	897	957
	Total	**63,913**	**70,135**	**68,812**

(1) Includes people in refugee-like situations.
(2) Include people in IDP-like situations.

Source: Biennial programme budget 2016-2017 (revised)

FIGURE 2

UNHCR financial requirements 2017 | USD

Region and subregions	2016 Current budget (as of 30 june 2016)	2017 Pillar 1 Refugee programme	2017 Pillar 2 Stateless programme	2017 Pillar 3 Reintegration projects	2017 Pillar 4 IDP projects	Total
AFRICA						
West Africa	261,812,187	147,827,470	8,589,984	54,138,302	30,989,678	241,545,433
East and Horn of Africa	1,511,348,668	1,257,058,813	6,132,019	26,489,523	104,759,936	1,394,440,290
Central Africa and the Great Lakes	630,150,345	471,344,984	3,105,973	61,970,200	88,740,819	625,161,975
Southern Africa	76,348,936	73,323,387	1,471,374	-	-	74,794,760
Subtotal	**2,479,660,137**	**1,949,554,653**	**19,299,349**	**142,598,024**	**224,490,433**	**2,335,942,459**
MIDDLE EAST AND NORTH AFRICA						
Middle East	1,921,325,712	1,181,925,528	1,616,325	-	803,331,105	1,986,872,958
North Africa	174,851,905	180,914,044	-	-	2,958,777	183,872,821
Subtotal	**2,096,177,616**	**1,362,839,573**	**1,616,325**	**-**	**806,289,882**	**2,170,745,779**
ASIA AND THE PACIFIC						
South-West Asia	335,749,464	248,936,638	235,000	98,866,964	14,014,742	362,053,343
Central Asia	14,678,453	6,565,408	2,387,798	-	-	8,953,206
South Asia	31,136,090	28,722,936	621,070	-	-	29,344,006
South-East Asia	139,741,598	100,783,309	6,505,476	-	25,021,978	132,310,763
East Asia and the Pacific	12,190,285	11,838,937	407,915	-	-	12,246,852
Subtotal	**533,495,890**	**396,847,226**	**10,157,260**	**98,866,964**	**39,036,719**	**544,908,170**
EUROPE						
Eastern Europe	418,230,773	459,401,185	2,057,267	-	34,551,447	496,009,900
South-Eastern Europe	68,854,689	35,978,782	3,291,115	3,787,869	17,820,348	60,878,115
Northern, Western, Central and Southern Europe	388,157,044	331,258,980	2,743,846	772,510	-	334,775,337
Subtotal	**875,242,505**	**826,638,948**	**8,092,228**	**4,560,380**	**52,371,795**	**891,663,351**
THE AMERICAS						
North America and the Caribbean	23,065,313	16,276,838	12,320,926	-	-	28,597,764
Latin America	115,111,214	85,655,776	1,521,714	-	29,868,265	117,045,756
Subtotal	**138,176,526**	**101,932,614**	**13,842,641**	**-**	**29,868,265**	**145,643,520**
Subtotal Field	**6,122,752,675**	**4,637,813,014**	**53,007,802**	**246,025,368**	**1,152,057,094**	**6,088,903,278**
Global Programmes	411,129,632	425,117,048	-	-	-	425,117,048
Headquarters[1]	229,010,321	229,172,929	-	-	-	229,172,929
Operational Reserve	389,807,959	534,511,079	-	-	-	534,511,079
«New or additional activities - mandate-related» Reserve	20,000,000	20,000,000	-	-	-	20,000,000
Junior Professional Officers	12,000,000	12,000,000	-	-	-	12,000,000
Total	**7,184,700,587**	**5,858,614,071**	**53,007,802**	**246,025,368**	**1,152,057,094**	**7,309,704,335**

[1] The Annual Programme Budget includes allocations from the UN Regular Budget as follows: $41.0 million for 2016, and $41.2 million in 2017. All values are provisional, subject to approval of final United Nations Programme Budget and subsequent recosting.

What is UNHCR's programme budget?

It is a consolidation of the organization's financial requirements formulated on the basis of comprehensive needs identified through a global needs assessment (GNA). The GNA methodology presents a comprehensive picture of the needs, commensurate with UNHCR's ability to implement.

The GNA methodology assesses requirements through a participatory approach, in consultation with various stakeholders in the field, so that plans and budgets are prepared to respond to the full range of needs identified. A thorough global review process ensures that UNHCR's comprehensive plans present a realistic and coherent response to the needs identified, and that they are in alignment with the Office's global strategic priorities (GSPs). GSPs represent a common set of key priorities for planning in UNHCR's operations worldwide (see the chapter on Global Strategic Priorities).

The operational plans that constitute the GNA present a portfolio of responses intended to allow persons of concern not just survive, but thrive. It is calculated on projected figures of 68.8 million people of concern to UNHCR in 2017, giving due consideration to the Office's estimated capacity to implement the planned programmes with available resources.

The programme budget is broken down into three categories:

1. Field operations - operational activities budgeted by region and carried out in operations around the world;

2. Global programmes - technical activities undertaken by substantive divisions at UNHCR Headquarters but that are of direct benefit to field operations globally; and

3. Headquarters - work carried out by divisions and bureaux located in Geneva, Budapest and Copenhagen, as well as in offices in other regional capitals, which provides policy guidance, administrative support, and managerial and programmatic assistance to field operations.

How does UNHCR prioritize its activities?

As the budget can only be implemented to the extent that resources are made available during the implementation period, UNHCR maintains a phased approach and continuously reprioritizes and adjusts its programmes accordingly. Dynamic budget targets regulate the level of expenditure, authorized based on funding availability. UNHCR is heavily bound by the way the funds are allocated to it. UNHCR regularly reviews the financial situation, projected income and underfunded situations for real time allocation of resources, while respecting the earmarking of donors.

Overview of 2017 requirements

Recap on 2016 budget and funding

At the 67th Standing Committee meeting in September UNHCR reported estimated total funds available for 2016 (including carry over, voluntary contributions recorded and projected, Regular Budget and other estimated income and adjustments) of $4.062 billion. At the same date the 2016 total budget had reached $7.432 billion despite continuous prioritization, including downward adjustments in Africa and the Middle East and North Africa.

This level of funding, however, left a projected gap for 2016 of $3.370 billion, or 45.3 per cent

(albeit with the final figure likely to be different in the light of the additional funding to be received and the new supplementary appeals established thereafter). This had very real impacts on operations, notably on the provision of life-saving assistance and essential services in protracted crises. Against this backdrop, the Office had to make difficult decisions with respect to how it allocated limited resources such as unearmarked funds. UNHCR had to constantly prioritize, a difficult exercise made more difficult when the use of resources was restricted by tight earmarking.

Budget breakdown and operational focus

Figure 3 provides a visual presentation of the percentage breakdown of the various parts of the 2017 budget. This shows in particular the proportion of the budget allocated to

each of the five geographical regions, as well as to global programmes, HQ, JPOs and the reserves.

FIGURE 3 **2017 budget by region** | Percentage

Reserves
7.6%

JPOs
0.2%

Headquarters
3.1%

Global Programmes
5.8%

The Americas
2%

Middle East and
North Africa
29.7%

Africa
32%

Asia and the Pacific
7.5%

Europe
12.2%
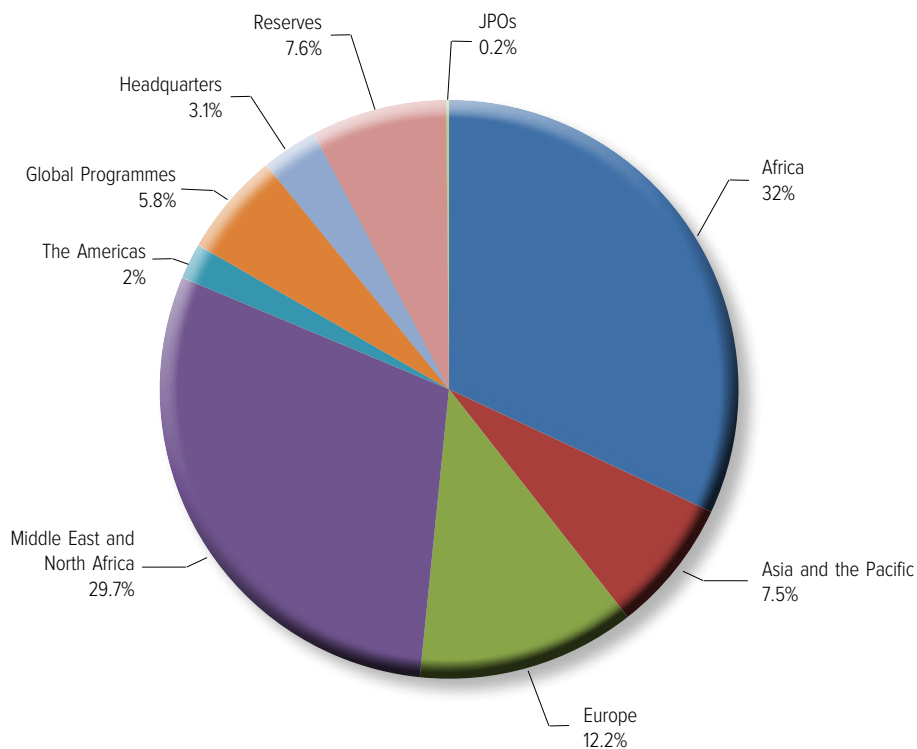
Figure 4 displays the budgets by pillar, showing the portion that has been allocated regionally. The budget assigned to the Pillars amounts to $6.74 billion. Pillar I's requirements of $5.29 billion for global refugee programmes constitute 78 per cent of the total requirements of the four pillars. Geographically, 63 per cent of UNHCR's Pillar I budget will be assigned to Africa and MENA, but, at 93 per cent, the highest percentage of Pillar I planned expenditure will be in Europe. Pillar IV's requirements of $1.15 billion for global IDP programmes constitute 17 per cent of total pillar requirements, with the highest regional percentage in Africa, at 37 per cent. Pillar II's requirements for statelessness programmes at one per cent, and Pillar III's for reintegration at four per cent complete the budgets. The highest percentage of those budgets will be spent for Pillar II in the Americas, and in Asia and Pacific for Pillar III.

FIGURE 4 **2017 Regional budgets by pillars** | USD millions
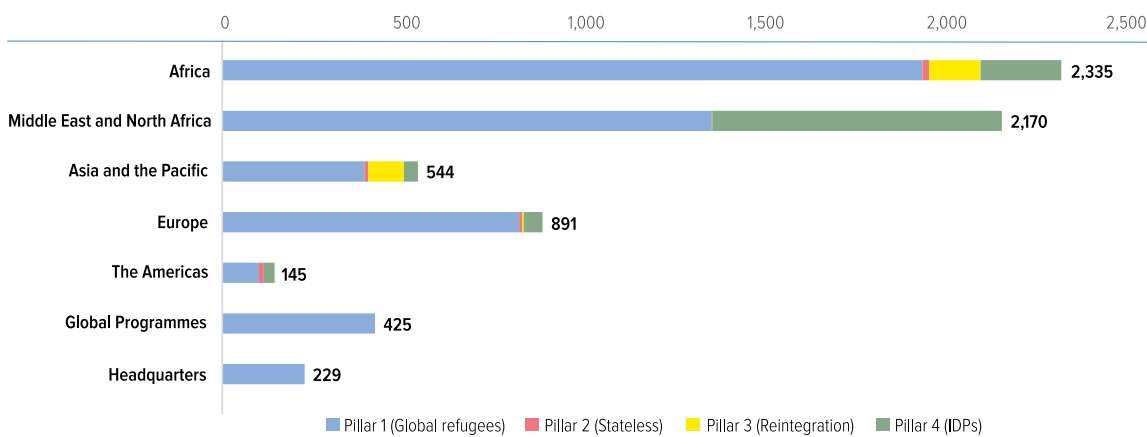
Note: The chart does not include budgets for Operational Reserve, "New or additional activities - mandate-related" Reserve, and Junior Professional Officers.

Figure 5 presents the consolidated field budgets by rights group. Of the requirements for the field, 54 per cent are for providing basic needs and essential services for which UNHCR depends on predictable and flexible funding in order to assure timely delivery. This will include significantly more efforts in 2017 to assist people of concern through cash-based interventions where this is the most appropriate modality.

FIGURE 5 **2017 Field budgets by rights group** | USD millions
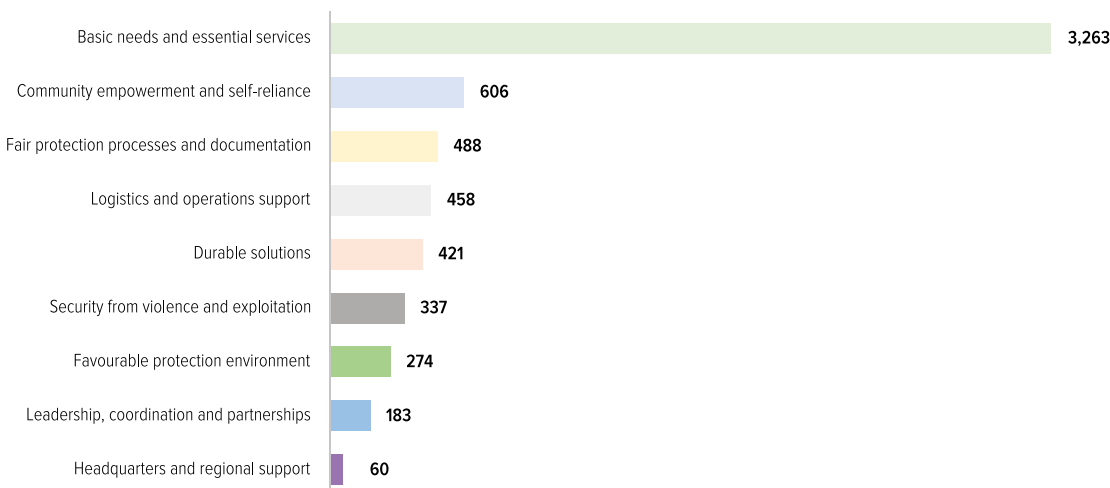
Resource mobilization: a continuing challenge

As an organization almost entirely dependent on voluntary contributions, UNHCR continues to seek new ways of increasing funding levels and finding new sources of financing, with a view to broadening its donor base and reducing funding gaps. While needs have climbed sharply since 2009, donor contributions have also risen, almost doubling during the same period. UNHCR remains very grateful to its donors who continue to provide remarkable support for the work of the organization in many different ways. Details of the contributions of UNHCR's donors can be found on the Global Focus website (http://reporting.unhcr.org).

UNHCR's resource mobilisation strategy

UNHCR takes as basic principles of its resource mobilisation strategy that fundraising is a ***corporate responsibility*** involving both HQ and field; that UNHCR raises funds first and foremost for ***prioritized activities***; and that the funds it raises are as ***flexible*** as possible, given the range of locations, contexts and themes within which the Office works, thus allowing UNHCR to freely allocate its financial resources throughout the year, depending on needs. Putting it simply, the preferences of the Office for income would be, firstly, unrestricted or unearmarked funding, followed by funding that is broadly earmarked (such as funding to a region or situation), then funding that is earmarked. For all types of funding, multiyear funding is most desirable, without unduly burdensome reporting requirements.

Key indicators for funding

- Quantity: the amount of funding received
- Quality: whether the funding is earmarked or unearmarked, which determines in large part the flexibility of the funding
- Timeliness: how soon during the year funding is received
- Predictability: how reliable or firm are the indications that funding will be disbursed or agreed
- Diversity: how wide is the range of donors from which funding is sought and secured

With these principles in mind, UNHCR's fundraising strategy is based around six key priorities.

1. Recognizing that the majority of UNHCR's income comes from governmental donors, **maintain and strengthen traditional bilateral donors' engagement**, ensuring full coordination between HQ and field-based efforts so as to avoid duplication, excessive or burdensome earmarking and reporting, and compliance with UNHCR's regulations.

2. **Broaden the governmental donor base**, matching UNHCR's needs with the interests and ambitions of new and emerging donors.

3. **Increase transitional and development funding**, matching these funds to activities such as reintegration, livelihood support, building national protection capacities, and support for refugee hosting areas, and linking these activities to clear and well-formulated exit strategies.

4. **Strengthen inter-agency cooperation in fundraising through** increasing multilateral planning and information sharing, including with donors, and drafting of coordinated refugee response plans.

5. **Continue fundraising efforts towards UN-administered funds** such as the CERF and country-based pooled funds, particularly in emergency situations.

6. **Raise funds from the private sector**, including corporations, foundations, high net worth individuals and individual donors, and to make the necessary investments that will allow UNHCR to build a broad base of support for displacement issues among the general public and with partnerships, generating a stable stream of largely unrestricted income.

Quality of funding: making the case for unearmarking

As the gap between needs and available humanitarian resources widens ever further, support provided through unearmarked funding has become even more crucial in providing the flexibility to implement emergency operations as soon as possible, and the ability to continue to fill significant funding gaps, often those out of the spotlight in protracted situations, and deliver critical services to the most disadvantaged amongst the populations of concern.

The lack of available funding to sustain protection and assistance for people in protracted displacement leaves gaps with the risk that further deteriorations will occur in sudden or protracted situations, and in the protection challenges facing people of concern. In these difficult times, therefore, UNHCR relies more than ever on early, predictable and unearmarked income to provide uninterrupted protection and assistance for populations of concern.

The following examples illustrate the importance of unearmarked funds.

Unrestricted funding is vitally important for refugee situations affecting multiple countries. To be effective, funding to such situations needs to be as broadly earmarked as possible as situational management reflects the complexity of today's environment of sustained and mass displacement. Crises are pushing people of concern to UNHCR into multiple locations, over greater and greater distances. Situations are interlinked, one crisis generating impacts in another, or with the impacts felt far away. Given this complexity, UNHCR's response must, in turn, be similarly responsive and reflective. To be so, UNHCR needs financial support that is similarly flexible and amenable to be placed across the spectrum of displacement, from where people in need are forced to flee, to where they find refuge.

Unearmarked resources underpin UNHCR's drive towards creating more equitable opportunities for all people of concern, and are the foundation of UNHCR's global programmes. Because funding for these activities is not earmarked, it allows UNHCR to respond quickly to emerging challenges and invest in innovative programmes and approaches.

Private sector contributions

UNHCR continues to foster the growth of private sector fundraising and partnerships to broaden its donor base and diversify its funding sources. Over the past decade, the financial support UNHCR has received from the private sector annually has increased more than tenfold, from $22 million in 2006 to a projected $310 million by the end of 2016, representing around 7 per cent of UNHCR's overall projected voluntary contributions for 2016 (see Figure 6).

Crucially, nearly half the income from the private sector is unearmarked. This success is due in large part to the tremendous public response to UNHCR's advocacy and outreach, garnering financial support not only for emergencies in the headlines, such as the response to the Nepal earthquake in 2015, but for other less visible, although as critical, situations. This is another example of the critical importance of unearmarked funding, of which UNHCR expects to receive over $150 million from private sector sources by the end of 2016.

FIGURE 6 **Contributions from the private sector 2010-2017** | USD millions

Recorded contributions   Income target
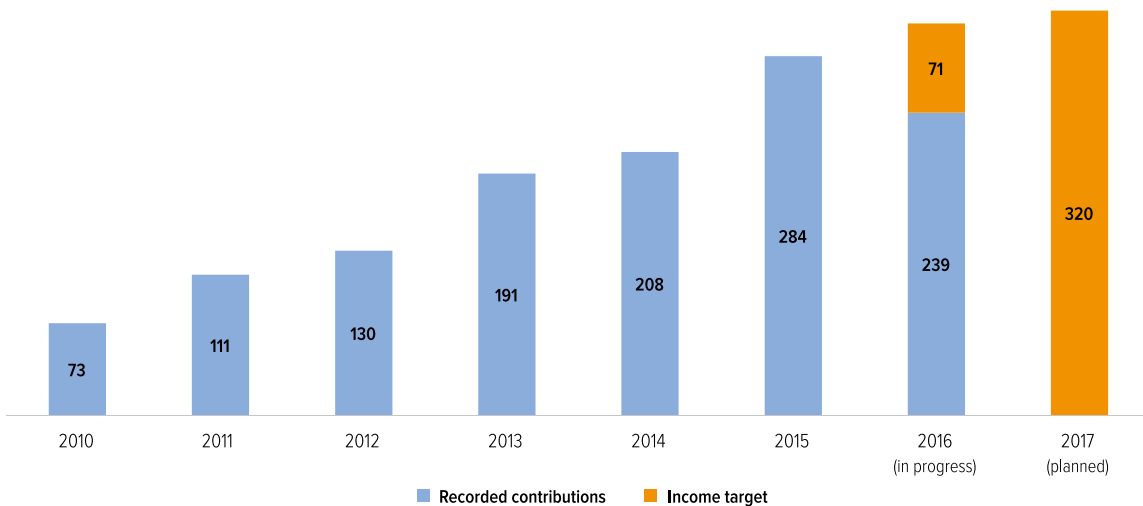
In order to achieve its ambitious growth targets, the Office will continue investing strategically in fundraising opportunities and diversifying its sources of income, while working to reduce the cost of fundraising. In 2017-2018 UNHCR will pursue its current strategy of mobilizing $500 million by the end of 2018 from private sector partners and individual donors, of which at least 50 per cent is unearmarked, allowing the

organization extra flexibility in its operational response. Through both individual giving and leadership giving programmes, private-sector fundraising efforts will be undertaken through a global network of UNHCR country offices, six National Partners, and global digital engagement (see section on Private Sector in the chapter on *Supporting UNHCR's work*).

Civil society support for refugees is evermore necessary. Through direct outreach, and dynamic and innovative digital engagement, private sector fundraising builds a community of active supporters. Today, two thirds of UNHCR's private sector income comes from more than 1.7 million individual donors globally. This has been as a result of sustained investment and outreach by UNHCR, and by its national partners, not only in terms of raising revenue but also in terms of raising awareness in their communities, and the building up of a large donor base.

Private sector fundraising strategy

UNHCR's Private Sector Partnerships service (PSP) mobilizes resources and engagement from the private sector by encouraging support from individual private donors and developing partnerships with corporations and foundations. This is achieved through:

- Six National Partners: Australia for UNHCR, España con ACNUR, Japan for UNHCR, Sweden for UNHCR, UNO Flüchtlingshilfe (Germany) and USA for UNHCR. These partners collectively raise more than half of UNHCR's income from the private sector;
- PSP offices in twenty prioritized countries; and,
- Global digital outreach through English, Arabic and Spanish language hubs.

The trend over the last several years has seen increases in the quality and quantity of income from the private sector. 2015 was an exceptional year and public generosity as a result of the Nepal earthquake and the refugee crisis in Europe ensured PSP exceeded its expectations, raising $284 million, of which 48 per cent was unrestricted. This made the private sector the largest provider to UNHCR of unearmarked funds, which allow for greater operational flexibility in responding to refugee situations. For 2016, and building on the support and opportunities generated in 2015, PSP expects to raise more than $310 million. It will continue to grow its supporter base and expects to have over 1.7 million donors by the end of the year.

The priorities for 2017 are to:

- Increase the number of individual supporters and the overall value of their support.
- Engage more deeply with corporations and foundations to develop significant strategic partnerships.
- Continue the digital transformation of the fundraising operation by investing in infrastructure and capacity especially in the areas of mobile and web presence.
- Step up communication and public engagement efforts in key markets to both increase the awareness of UNHCR and to improve the quality and quantity of income.
- Continue driving down the cost of fundraising by building sustainable platforms of support.

A mid-term review of UNHCR's strategy for private sector fundraising was undertaken at the beginning of 2016. The Office remains focused on the delivery of its stated goal of mobilizing $500 million per annum by the end of 2018. To achieve this it will need the deepening support of major players in the private sector to build partnerships that extend its outreach and engagement with civil society. This will be critical as, in the first half of 2017, UNHCR develops its next strategy for private sector fundraising with the intention of raising $1 billion annually.

Funding gaps and consequences of underfunding

The scope, scale and geographical reach of humanitarian crises in 2016 placed significant pressure on the global humanitarian system. More than ever before in its history, UNHCR and its partners were stretched to respond to the ever-increasing challenges as the numbers and needs of people of concern have been growing considerably faster than the level of funding available globally for humanitarian aid. While in 2010, funds available to UNHCR represented 64 per cent of its comprehensive budget, by the end of 2016, the Office anticipates being able to cover only 55 per cent of it. Thus, almost half of the needs of populations of concern will remain unaddressed.

Specifically, what does this mean and look like?

Underfunding has had a considerable impact on protracted crises, where the response has had to be prioritized to the absolute minimum for urgent life-saving interventions. Planned activities

have had to be dropped, often undermining important areas such as support for self-reliance; the search for durable solutions; support for host communities; the upholding of minimum standards; and efforts to continuously seek to improve the protection of people of concern.

While the resources available from donors to assist people in need are increasing globally— and while UNHCR acknowledges 2016 as the year of what promises to be its highest level of contributions ever—the increases in funding are not keeping up with the increasing demands (see Figure 7). While many donors have continued to increase their contributions, and despite the successful growth of private sector giving, UNHCR will need significantly more funding to adequately address the most basic needs of the people it is mandated to care for around the world. To address the growing funding gaps in major humanitarian emergencies, UNHCR commits to working with its donors and partners to find new ways to expand humanitarian funding.

FIGURE 7 **UNHCR's annual requirements vs voluntary contributions 2010-2017** | USD millions
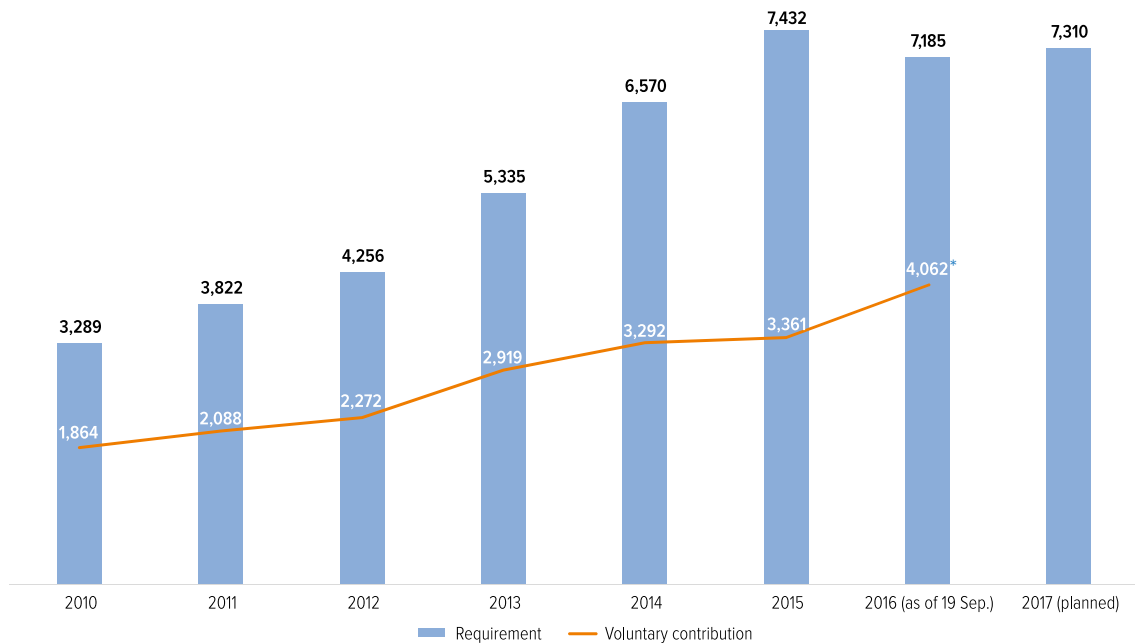
* Estimated total funds available (including carryover, voluntary contributions recorded and projected, Regular Budget and other estimated income and adjustments)

Shaping new responses and more decisive engagement in 2017

With more than 68 million people projected to be forcibly displaced globally—as refugees or within their own countries—it is time to recognize that business as usual is ever less of an option. Addressing forced displacement is a humanitarian challenge, requiring global solutions, and engaging a full range of instruments and actors in the political, security, humanitarian and development spheres. While this is not new, there are signs that 2017 will offer opportunities to change the way UNHCR responds to the needs of people of concern.

Despite the mounting toll of conflict and the weight of protracted emergencies, it is important to reflect that UNHCR's needs are not all or always for emergency response. As well, in emergencies, in protracted crises, in the search for solutions, UNHCR is increasingly able to call upon the engagement of a much broader range of actors, including a greater range of private sector partnerships, through predictable cooperative arrangements, activated even before a crisis hits. Valuable lessons are being learned from places like Uganda that have integrated refugees into their national planning. The potential of the private sector to contribute financially, to work with UNHCR and its partners to resolve critical issues and bring new practices and approaches to the way it works, is immense. To this mix should be added the transformational potential of cash-based interventions.

Amidst high levels of generosity—from both hosting and donor countries—there are new initiatives to work with and new goals to work towards. These include the May 2016 World Humanitarian Summit, and the Grand Bargain. The World Humanitarian Summit recognized financing as a key enabler and catalyst for meeting humanitarian needs, reflecting commitments in a Grand Bargain (see table below) to strengthen the humanitarian system through more efficient, transparent, accountable and effective ways of working. The Forum on New Approaches to Protracted Displacement, the September 2016 UN Summit for Refugees and Migrants, the Leaders' Summit, and New York Declaration all represent new opportunities and new ways of approaching, managing, financing and, hopefully, solving humanitarian crises. The New York Declaration in particular represents a meaningful step forward in terms of fulfilling gaps in refugee protection and international responsibility sharing. The Comprehensive Refugee Response Framework, a key element of the Declaration, is the blueprint for making this happen.

UNHCR is also expanding its collaboration with development actors and investing in innovative partnerships with the World Bank, OECD, ILO and UNDP to reduce the funding gap and advance on solutions to protracted crises. Multi-year planning and funding pilots will greatly facilitate UNHCR's ability to prepare complementary planning with development actors. Multi-partner protection and solutions strategies are at the base of the planning, all efforts which dovetail with UNHCR's commitments under the World Humanitarian Summit and Grand Bargain. The Sustainable Development Goals (SDGs) present UNHCR with an opportunity to facilitate closer links between humanitarian and development, with one way of ensuring the conflict dimension is not forgotten is by including refugees and other forcibly displaced people in SDG statistics, programmes and accountability mechanisms.

More and more, needs are being associated with ways to enable refugees to move away from being the recipients of assistance and to increasing their resilience and that of their host communities. These approaches also have costs, but these costs should be seen more as investments in the long-term futures and potential of refugees and people of concern, shrinking the needs by empowering refugees and strengthening the humanitarian-development nexus. In the long-term, enhanced engagement of development actors should increase opportunities for people of concern to become self-reliant and integrated into national social services.

Such scenarios should lead to long-term decreases of funding needs for UNHCR. These decreases, however, require up-front investment by UNHCR allowing it to implement projects that will facilitate and complement development projects. While many donors have continued to increase their contributions, and despite the successful growth of private sector giving, UNHCR needs significantly more funding to adequately address these issues, as well as the very basic needs of millions of people of concern around the world.

UNHCR's Grand Bargain commitments at the World Humanitarian Summit

UNHCR is an active participant in the Grand Bargain, with specific commitments under five of the ten work streams.

UNHCR's Grand Bargain commitments	
More support and funding tools for local and national responders	UNHCR commits to expand its investment in institutional capacity building of national partners, and to support effective emergency preparedness. UNHCR is committed to transfer at least 25% of its programme expenditures to local and national responders by 2020.
Increase use and coordination of cash-base programming	UNHCR is committed to doubling the amount of funds programmed for cash-based interventions by the end of 2020.
Reduce duplication and management costs with periodic functional reviews	UNHCR is committed to reduce the cost of procurement and logistics by 10 per cent by the end of 2020 through the use of shared services with partner agencies. UNHCR is also committed to expand the use of biometrics for refugee registration to 75 operations by 2020.
A participation revolution	UNHCR is committed to ensuring equal (50 per cent) and meaningful participation of women and adolescent girls in all decision-making processes and structures in forced displacement contexts by 2020.
Enhance engagement between humanitarian and development actors	UNHCR is committed to further collaboration with Multilateral Development Banks and, based on joint research with development partners, will enhance its evidence-based advocacy on behalf of populations in protracted situations. UNHCR is committed to reinforcing the Solutions Alliance as a central platform for collaborative actions in support of solutions to conflict-induced displacement.

For the other five work streams, UNHCR is committed to active and wide-ranging engagement and participation.

Greater transparency: UNHCR is analyzing the current IATI standard which has been created in order to track development funding. UNHCR's planning and budgeting does not match easily to the standard. UNHCR is committed to improving the already high level and range of the transparency of its reporting. With other humanitarian agencies, it is also working to advocate that the IATI standard be more reflective of the particularities of humanitarian agencies and their ability to report.

Improve joint and impartial needs assessments: In 2017, UNHCR will finalize its guidance for joint multi-sectoral needs assessment when UNHCR is responsible for leading assessments and for when it is part of coordinated joint needs assessments. UNHCR is strengthening its evidence-base for assessments, and its data portals contribute to timely sharing of assessment results and information.

Increase collaborative humanitarian multi-year planning and funding: UNHCR has multi-year planning in place for six operations, namely Ghana, Senegal, the United Republic of Tanzania, Uganda, Costa Rica and Ecuador. UNHCR will expand multi-year planning to 15 additional operations, reaching a total of 21 operations in 2017. UNHCR also has a multi-year "Graduation approach" for self-sufficiency for refugees in Egypt, Zambia, Burkina Faso, Costa Rica and Ecuador.

Reduce the earmarking of donor contributions: For the last three years, UNHCR has published a special report on unearmarked funding, indicating how UNHCR has used this valuable resource. UNHCR will improve this publication to ensure it provides what donors require to continue providing unearmarked funding.

Harmonize and simplify reporting requirements: UNHCR's work here is heavily linked with the work on localisation of aid. Together with UNICEF and WFP, UNHCR is harmonising partnership agreements and reporting templates. This would lead to local and national partners spending less time on administrative work, managing different types of arrangements.

UNHCR'S REQUIREMENTS
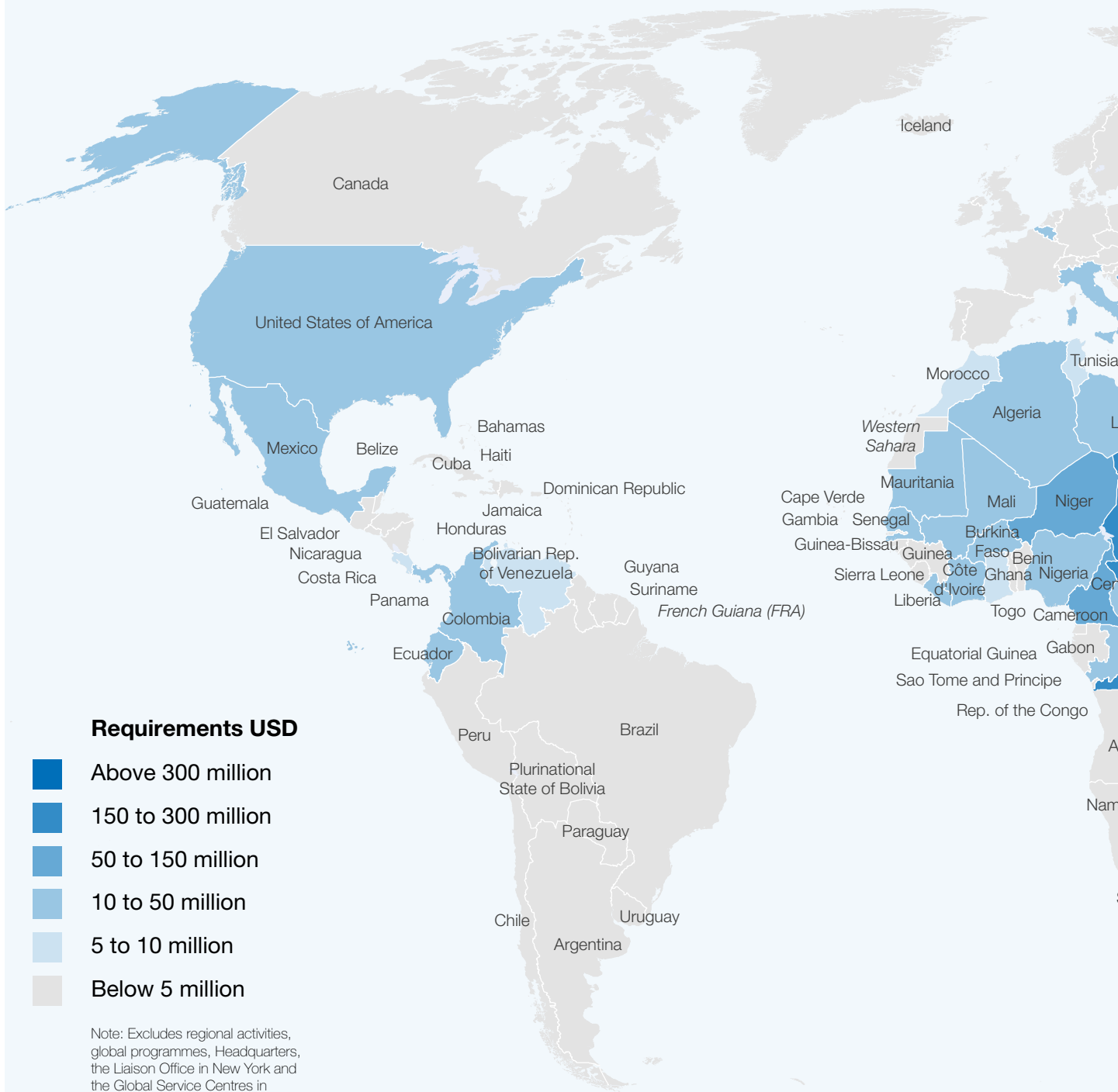
Requirements USD

- Above 300 million
- 150 to 300 million
- 50 to 150 million
- 10 to 50 million
- 5 to 10 million
- Below 5 million

Note: Excludes regional activities, global programmes, Headquarters, the Liaison Office in New York and the Global Service Centres in Budapest and Copenhagen.

*Including Kosovo (Security Council resolution 1244 (1999))

Iceland

Canada

United States of America

Mexico
Belize
Bahamas
Cuba
Haiti
Dominican Republic
Jamaica
Guatemala
El Salvador
Honduras
Nicaragua
Costa Rica
Bolivarian Rep. of Venezuela
Guyana
Panama
Suriname
Colombia
French Guiana (FRA)
Ecuador

Peru
Brazil
Plurinational State of Bolivia
Paraguay

Chile
Uruguay
Argentina

Morocco
Tunisia
Algeria
Western Sahara
Mauritania
Mali
Niger
Cape Verde
Gambia
Senegal
Guinea-Bissau
Burkina
Faso
Guinea
Benin
Sierra Leone
Côte d'Ivoire
Ghana
Nigeria
Liberia
Togo
Cameroon
Equatorial Guinea
Gabon
Sao Tome and Principe
Rep. of the Congo
Nam

The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations.

IN 2017 | BY OPERATION
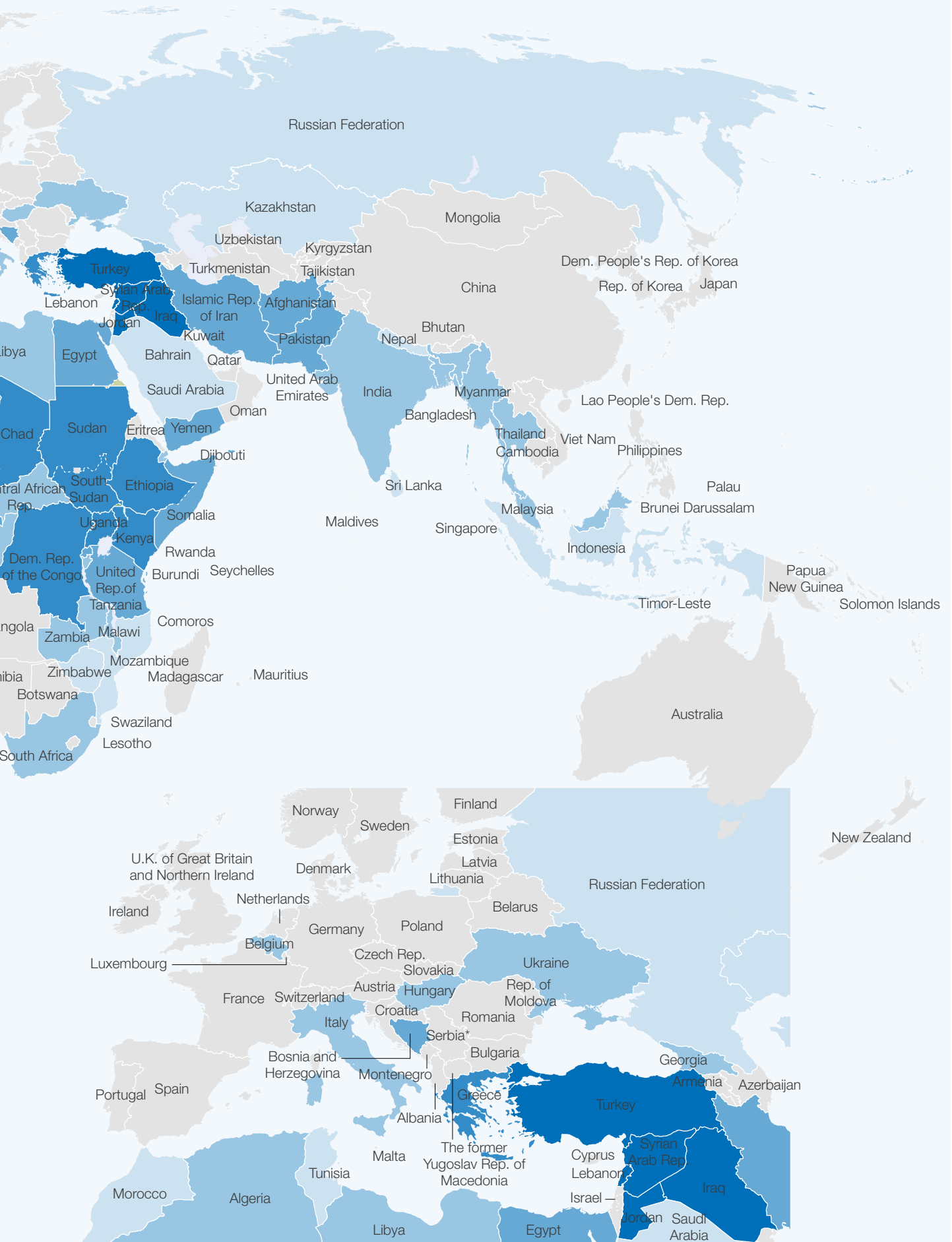
WORKING ENVIRONMENT

The number of refugees and internally displaced people in Africa continues to rise. Between January 2015 and January 2016, some 2.5 million people were newly displaced, fleeing to safety within their country or across borders. There are currently around 20 million people of concern to UNHCR in sub-Saharan Africa, including an estimated 4.4 million refugees and 11 million internally displaced. These numbers are expected to rise in 2017 and beyond if the root causes of the conflicts driving this displacement are not addressed.

Conflicts in countries such as Burundi, the Central African Republic, Nigeria and South Sudan continue to produce outflows of people, despite peace talks and agreements. In 2017, UNHCR will continue providing protection and assistance to these populations in the surrounding countries, as well as addressing protracted situations such as in the Democratic Republic of the Congo, Mali, Somalia and Sudan. While providing life-saving assistance, the Office's operations across the continent will also focus on finding innovative and lasting solutions, building on positive examples such as those in the United Republic of Tanzania, Uganda and Zambia.

UNHCR is concerned by funding shortages for humanitarian programmes and the impact in 2017 of this year's El Niño on harvests, and their cumulative effect on increasing food insecurity across Africa. In 2016, some 76 per cent of refugees faced ration cuts, or did not receive a full daily ration.

Emmanuel, 13, a refugee from South Sudan, builds a shelter with palm trees in Bitima, a small village near the border in the Democratic Republic of the Congo.

© UNHCR/Colin Delfosse

Africa

MAJOR OPERATIONS

Burundi situation

Since April 2015, 300,000 Burundians have fled to neighbouring countries following election-related violence. Anticipating continued unrest, UNHCR has enacted contingency plans with partners for a 2017 planning figure of some 120,000 newly displaced Burundians. The Office will continue to prioritize activities focused on preserving the civilian character of refugee camps and responding to and addressing incidents of sexual and gender-based violence which have been reported by arriving refugees.

Central African Republic situation

Lingering conflict at the grassroots level and the pressures of inter-ethnic violence in the Central African Republic have created an atmosphere of insecurity across the country. A new influx of South Sudanese into the north-east of the Central African Republic has added a further layer of complexity to this crisis. UNHCR will continue to assist refugees from the Central African Republic in neighbouring **Cameroon**, **Chad**, the **Republic of the Congo**, and the **Democratic Republic of the Congo**. Support will be provided to spontaneous returnees, in particular with regard to access to former land and property.

Kenya

As a result of the impending closure of the Dadaab refugee camps following an announcement made by the Kenyan Government in May 2016, UNHCR and partners will continue their efforts to identify solutions for Somali refugees in Kenya, including through voluntary return to **Somalia**. UNHCR will work closely with the authorities to ensure that all returns will be voluntary and dignified.

Mali situation

While the "Agreement for peace and reconciliation" signed in June 2015 was a positive development in the peace process, ongoing insecurity in Mali means more than 134,000 Malians displaced in **Burkina Faso**, **Mauritania** and **Niger** are unable or unwilling to return. The implementation of the peace agreement, and the re-establishment of security and basic services in Mali may still take some time, delaying the anticipated voluntary repatriation until well into 2018. UNHCR's response will therefore focus on increasing livelihoods and resilience-based interventions for long-staying refugees while providing re-integration support to voluntary returnees.

WEST AFRICA

CENTRAL AFRICA AND
THE GREAT LAKES

EAST AND
HORN OF
AFRICA

SOUTHERN AFRICA

Refugees

Asylum-seekers

Returnees (refugees and IDPs)

Stateless people

Internally displaced people (IDPs)

Others of concern

Population of concern
as of January 2016

6,000,000

3,000,000

500,000
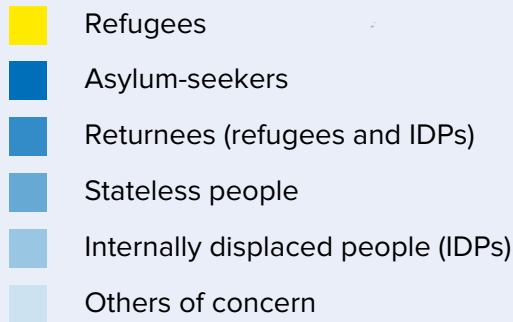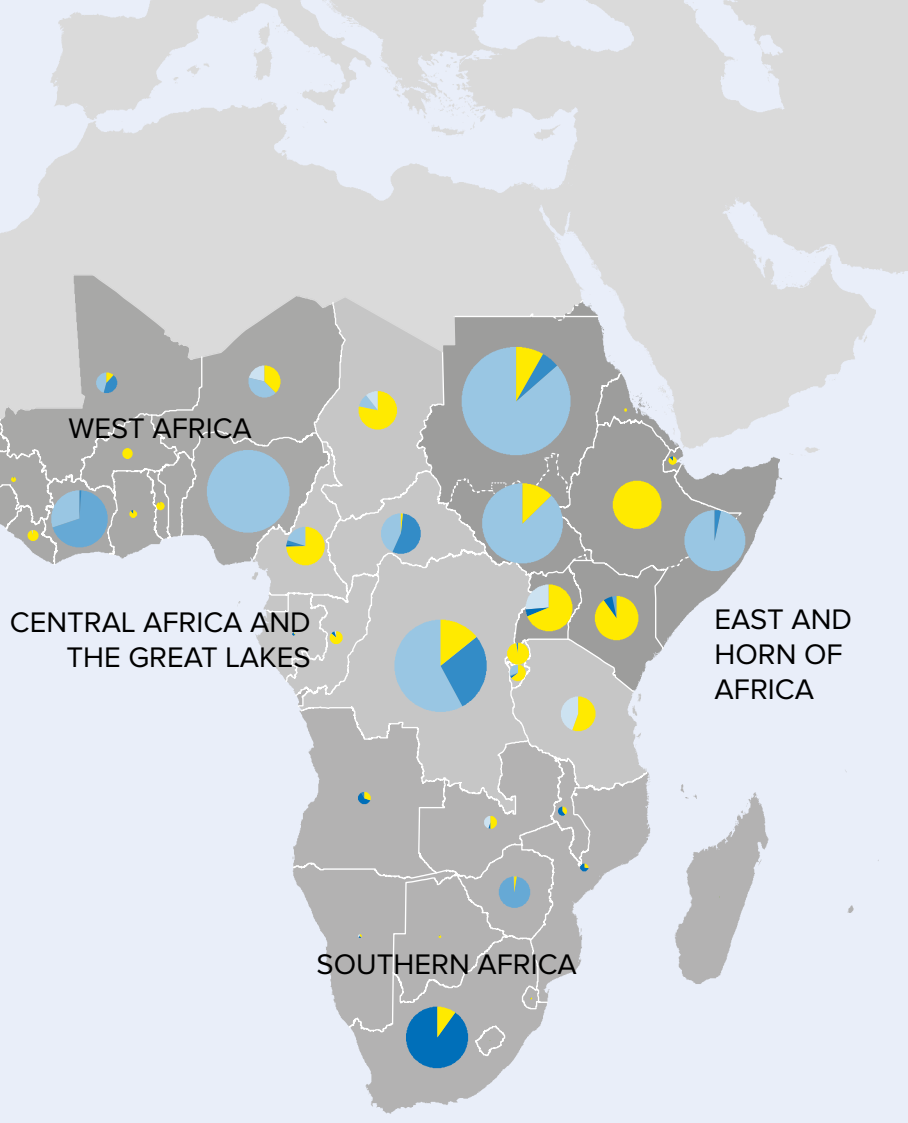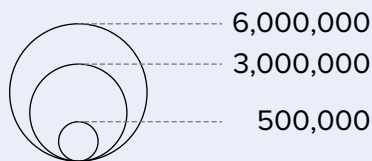
Nigeria situation

Responding to continuing violence
in Nigeria in 2016, UNHCR declared
an internal level three emergency, to
facilitate an increase in deployment
of staff and resources, particularly
to northern Nigeria. Together with
others, UNHCR will assist in the return
of 2.1 million IDPs and nearly 167,000
refugees in neighbouring countries.
UNHCR will prioritize its response to
enhance protection, including addressing
psycho-social needs, providing
emergency and transitional shelter, and
supporting camp coordination and camp
management.

South Sudan situation

In South Sudan, with the peace process
faltering and conflict breaking out in
previously peaceful regions such as
Western Equatoria, South Sudanese
refugees have sought asylum in
previously unaffected areas of the
Democratic Republic of the Congo
(40,000) and the **Central African
Republic** (5,000). South Sudanese
refugees continue to be hosted
throughout the region, including in
Uganda (374,000), **Ethiopia** (300,000),
Sudan (247,000) and **Kenya** (90,000).
Some 1.6 million people are currently
displaced within South Sudan, while the
country is also host to 261,000 refugees
from Sudan.

The Horn of Africa

Africa, particularly the Horn, will continue to be affected by the continuing war in Yemen as a second year of violence saw significant numbers of refugees fleeing to **Somalia** (21,000), **Djibouti** (3,600), **Ethiopia** (2,200), and **Sudan** (1,400). New arrivals into Djibouti, Ethiopia and Somalia include returning nationals as well as refugees from Yemen and third countries fleeing violence in Yemen.

West Africa

Across Western Africa, the political and security situation has remained generally stable, some exceptions being election-related violence. In 2017, the Office will build upon previous efforts to resolve long-standing refugee situations, for example for Ivorian refugees. A multi-year protection and solutions strategy is being pursued for Senegalese refugees in **Gambia** and **Guinea Bissau**, as well as Mauritanian refugees in **Senegal**, Ghanaian refugees in **Togo**, and Togolese refugees in **Ghana**. A regional strategy for the protection of and solutions for stateless people will be pursued in the coming years for the nearly one million stateless in West Africa.

South Africa

Southern Africa has remained somewhat stable, despite recent tensions in Tete Province in Mozambique, which has caused some 2,000 people to flee into **Malawi** since mid-2015. UNHCR will work with the South African government in addressing increasing incidents of xenophobia, as well as providing advice and assistance in light of the growing trend of economically-motivated migrants who travel with refugees throughout the region.

REGIONAL STRATEGY

The outlook for 2017 in sub-Saharan Africa is daunting. Simultaneous complex emergencies, many with two or more crises affecting the same country, have made the development of multi-year, predictable, and interlinked strategic planning difficult. While refugee emergencies triggered by conflicts in Burundi, the Central African Republic, northern Nigeria and South Sudan are set to dominate UNHCR's operations in the region, protracted situations, such as those affecting 2 million refugees from the Democratic Republic of the Congo

and Somalia, will need continued support. Despite this harrowing background, progress continues to be made, with durable solution interventions for Angolan and Rwandan refugees expected to be completed by the end of 2018.

In addition to developing contingency plans for regions affected by conflict, including basic life-sustaining assistance, UNHCR will prioritize the following three key areas over the coming years, in order to equip displaced people with the tools to build a dignified and sustainable future, whether in exile or upon return.

Adequate and accessible education

Through its global "2012 – 2016 Education Strategy" and country-level education strategies, UNHCR supports the provision of refugee education as a core element of its mandate to ensure protection and durable solutions for people of concern. In 2017, country operations will continue to focus on activities which will enable refugee children to enrol in school by reducing classroom overcrowding, capacitating teachers, improving the quality of teaching, and ensuring that students from both refugee and host communities can study together in a mutually-encouraging and rewarding environment.

Training and assistance towards building livelihoods

In the coming years, UNHCR will endeavour to make significant investments in the livelihoods sector, drawing together the expertise of international financial institutions such as the African Development Bank, the World Bank, as well as UNDP and the private sector to increase knowledge and opportunities for refugees to gain greater self-reliance. In Uganda, for example, refugees and host communities receive training together in a range of skills allowing them to respond to local market needs for new or particular goods, products and services.

Addressing food insecurity

UNHCR is also driven to respond to increasing food insecurity for refugees throughout the region. Funding shortages, conflict, and the damage from El Niño to crop production resulted in cuts to food rations for around 75 per cent of the refugees in Africa from September 2015 to February 2016. Nutrition monitoring from 71 sites showed that malnutrition levels in a quarter of them were above emergency levels. UNHCR will work closely with the World Food Programme to explore more flexible forms of assistance, such as cash-based interventions. UNHCR is also studying the effects of the cuts in food rations to

understand better how to address such protection-related deficits as reduced food consumption, school drop-outs, early and forced marriages, and survival sex.

UNHCR will also work to ensure that host communities are not left behind, committing to promote the development of whole regions with a view to reducing tensions and enhancing cohesion. UNHCR has been working with an increasing range of government, financial and private sector partners keen to expand on multi-year projects in refugee-hosting regions that benefit both the displaced and hosting communities. Operations hosting large numbers of refugees in Chad, Ethiopia, Niger and Uganda have achieved positive outcomes with regard to UNHCR's out of camp policy and supporting refugees' right to work. Together with partners, the organization is planning in Kenya, Chad and Cameroon to have refugees integrated into national services, including health and education.

In line with the global commitment to eradicate statelessness by 2024, UNHCR will dedicate resources in 15 countries in Africa — Burkina Faso, Burundi, Cameroon, Côte d'Ivoire, Chad, the Democratic Republic of the Congo, Kenya, Mali, Mozambique, Senegal, South Africa, South Sudan, Sudan, Uganda and Zimbabwe — to reduce the current figure of over 1 million stateless people.

CONSTRAINTS

UNHCR operations in sub-Saharan Africa often face difficulties in implementation of activities that are not directly related to financial requirements (see below). In some cases, the Office is unable to carry out essential life-saving interventions due to ongoing insecurity, for example in some areas of South Sudan and particularly in north-eastern Nigeria. In the past year, three UNHCR staff in Mogadishu, Somalia were tragically killed, although the Office has not reduced its capacity there, and indeed is planning to increase its on-the-ground staff to better monitor voluntary returns. As well, criminality in insecure areas has led to a loss of humanitarian assets and goods. The region is subject to the effects of El Niño and other widespread adverse weather patterns that induce flooding, landslides and drought which have related effects on the Offices' logistical capacity and on regional agricultural production. ■

Financial information

In just six years, UNHCR's financial requirements to assist refugees and other populations of concern in Africa have increased by nearly 50 per cent (from $1.78 billion to $2.66 billion in 2016). Between 2013 and 2014, the budget for Africa increased by 31 per cent due mainly to the repatriation of some 21,000 Malian refugees, and the Central African Republic and South Sudan emergencies.

Despite the range of emergencies and protracted situations, the 2017 financial requirements for UNHCR's operations in Africa amount to $2.33 billion. This reflects little change from the initial request to the Executive Committee in 2016, with a decrease of six per cent ($143.7 million) when compared to the revised 2016 budget, which included revised requirements for the various new emergencies in Burundi, and for the Yemen situation. The 2017 financial requirements include budgets for the current emergencies.

Regional refugee coordination mechanisms and Regional Refugee Response Plans (RRPs) are in place for the Burundi, the Central African Republic, Nigeria, South Sudan and Yemen situations. While the RRPs are issued at the beginning of the year, several plans had to be revised during 2016 to take into account changes in the operational context. At the time of writing, RRPs in Africa were only 30 per cent funded. This funding gap will have significant consequences on critical programmes, including delays in implementation or non-delivery of expected supplies and services to refugees.

Africa 2017 budget by rights group | USD millions

Rights group	USD millions
Favourable protection environment	60.3 million
Fair protection processes and documentation	130.4 million
Security from violence and exploitation	189.2 million
Basic needs and essential services	1,137.3 million
Community empowerment and self-reliance	294.4 million
Durable solutions	191.0 million
Leadership, coordination and partnerships	52.3 million
Logistics and operations support	261.9 million
Headquarters and regional support	19 million

Budgets for Africa 2008-2017 | USD millions

Legend:
- Supplementary programme budget
- Annual programme budget
- IDP projects
- Reintegration projects
- Stateless programme
- Refugee programme

*As of 30 June 2016

Years: 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016*, 2017
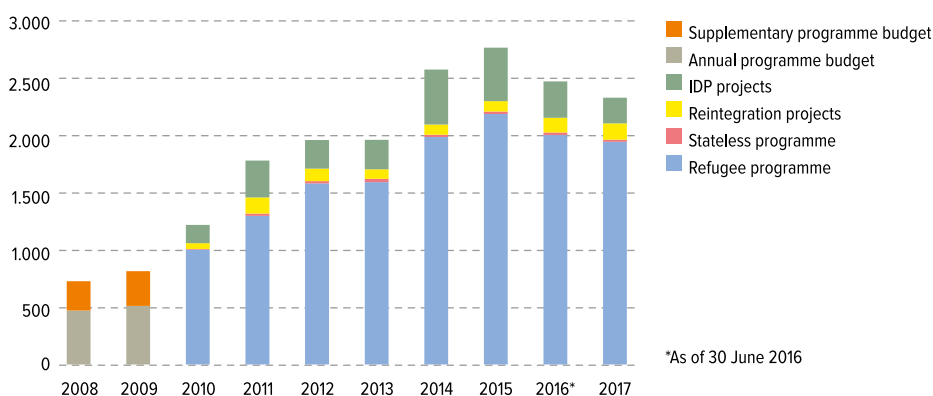
BUDGETS FOR AFRICA | USD

Operation	2016 Current budget (as of 30 June 2016)	2017				
		Pillar 1 Refugee programme	Pillar 2 Stateless programme	Pillar 3 Reintegration projects	Pillar 4 IDP projects	Total
WEST AFRICA						
Burkina Faso	21,679,174	20,812,391	510,537	0	0	21,322,928
Côte d'Ivoire	30,785,020	3,051,362	4,174,881	13,032,206	0	20,258,448
Ghana	9,444,755	8,878,867	0	0	0	8,878,867
Guinea	7,463,159	4,471,017	0	0	0	4,471,017
Liberia	23,860,907	16,194,818	0	0	0	16,194,818
Mali	49,171,913	11,691,893	1,111,441	25,985,444	1,218,753	40,007,532
Niger	51,188,166	51,291,542	685,411	0	3,296,830	55,273,783
Nigeria	29,489,299	4,997,397	0	15,120,652	26,474,095	46,592,144
Senegal Regional Office[1]	38,729,795	26,438,183	2,107,714	0	0	28,545,896
Subtotal	**261,812,187**	**147,827,470**	**8,589,984**	**54,138,302**	**30,989,678**	**241,545,433**
EAST AND HORN OF AFRICA						
Chad	162,726,009	159,003,568	991,739	0	2,850,000	162,845,307
Djibouti	31,987,830	33,785,056	0	0	0	33,785,056
Eritrea	4,891,037	3,899,094	0	0	0	3,899,094
Ethiopia	279,327,419	260,779,824	0	0	0	260,779,824
Ethiopia (Regional Liaison Office to the AU and ECA)	2,042,045	2,205,453	0	0	0	2,205,453
Kenya	226,880,884	213,520,184	852,845	0	0	214,373,030
Kenya Regional Support Hub	5,712,208	6,092,571	0	0	0	6,092,571
Somalia	100,679,350	29,226,758	0	20,176,076	35,900,072	85,302,906
South Sudan	275,668,213	131,086,974	1,486,448	0	39,099,198	171,672,619
Sudan	156,762,671	114,638,499	2,600,987	6,313,447	26,910,666	150,463,598
Uganda	251,981,403	298,820,832	200,000	0	0	299,020,832
Regional activities	12,689,600	4,000,000	0	0	0	4,000,000
Subtotal	**1,511,348,668**	**1,257,058,813**	**6,132,019**	**26,489,523**	**104,759,936**	**1,394,440,290**
CENTRAL AFRICA AND THE GREAT LAKES						
Burundi	34,538,842	26,645,801	7,075	0	4,384,051	31,036,927
Cameroon	98,624,603	87,794,566	1,150,000	0	5,300,263	94,244,829
Central African Republic	54,619,846	21,165,254	0	15,514,818	13,277,376	49,957,448
Congo	32,000,000	27,843,957	0	0	0	27,843,957
Democratic Republic of the Congo Regional Office[2]	200,081,172	110,403,335	1,948,898	29,873,246	65,779,129	208,004,607
Rwanda	101,373,285	95,510,049	0	6,031,085	0	101,541,134
United Republic of Tanzania	108,912,598	101,982,021	0	10,551,051	0	112,533,072
Subtotal	**630,150,345**	**471,344,984**	**3,105,973**	**61,970,200**	**88,740,819**	**625,161,975**

Operation	2016 Current budget (as of 30 June 2016)	2017				
		Pillar 1 Refugee programme	Pillar 2 Stateless programme	Pillar 3 Reintegration projects	Pillar 4 IDP projects	Total
SOUTHERN AFRICA						
Angola	3,731,490	2,538,116	0	0	0	2,538,116
Botswana	3,333,215	3,076,320	0	0	0	3,076,320
Malawi	14,056,021	18,033,929	0	0	0	18,033,929
Mozambique	5,502,882	5,397,322	125,626	0	0	5,522,948
South Africa Regional Office	25,830,446	24,503,549	913,654	0	0	25,417,203
Zambia	17,460,761	13,609,910	0	0	0	13,609,910
Zimbabwe	6,434,122	6,164,241	432,094	0	0	6,596,335
Subtotal	**76,348,936**	**73,323,387**	**1,471,374**	**0**	**0**	**74,794,760**
Total	**2,479,660,137**	**1,949,554,653**	**19,299,349**	**142,598,024**	**224,490,433**	**2,335,942,459**

[1]   Includes activities in Benin, Gambia, Guinea-Bissau, Sierra Leone and Togo
[2]   Includes activities in Gabon and the Democratic Republic of the Congo

WORKING ENVIRONMENT

In the Americas, there are a number of important frameworks for regional and subregional cooperation to protect and respond to the needs of refugees, the internally displaced and stateless people. In addition to the longstanding Cartagena Declaration on Refugees, two recent examples are the 2014 Brazil Plan of Action (BPA) and the 2016 San José Action Statement addressing protection needs in the Northern Triangle of Central America (NTCA). These frameworks not only provide concrete measures to meet the needs of displaced and stateless people, they also establish inclusive processes for pursuing durable solutions involving civil society stakeholders. Despite complex mixed movements throughout the region, which increase the financial requirements, countries in the Americas continue to show their solidarity by offering alternative protection solutions to people of concern.

The BPA is the primary regional framework for cooperation and responsibility-sharing, with 2017 marking the first triennium since its adoption. As requested by States, UNHCR will produce a triennial report on progress, challenges and lessons learned, in close collaboration with the Global Public Policy Institute of Human Rights from Berlin, with a view to identifying priority areas for the next three years.

Community leaders pose for a portrait at the Augusto Alvarado Castro Community Centre in San Pedro Sula, Honduras, where many people are displaced by gang violence.

© UNHCR/Tito Herrera

The Americas

The San José Action Statement was agreed upon at the High Level Round Table discussing the "Call to Action: Protection Needs in the Northern Triangle of Central America" in July 2016. It is the first subregional framework in the Americas to include concrete commitments – by States, international organizations, national human rights institutions, civil society and academia – to address migration and displacement in and from the NTCA. UNHCR is committed to supporting authorities in countries of transit and destination to strengthen asylum systems and to provide opportunities for local integration, alternative pathways for admission, and resettlement. The Office will also support authorities in countries of origin in reinforcing national prevention and protection response mechanisms to mitigate the effects of displacement.

In an important development for the region, after four years of peace talks between the Government of Colombia and the Revolutionary Armed Forces of Colombia (FARC), a final peace agreement was signed on 26 September 2016. However, the peace agreement was rejected by less than one percent of the vote in a public referendum held in early October. UNHCR has nonetheless welcomed the commitments made by the parties to maintain a bilateral ceasefire, to continue working to end the conflict and to build a lasting peace. It will closely monitor the evolving situation and support the Government of Colombia's efforts to ensure protection and solutions for IDPs and refugees.

The region has experienced a notable increase in complex mixed movements in 2016. Recent northward flows, consisting mainly of Cuban and Haitian nationals, have resulted in a growing number of asylum applications. This has impacted asylum space and institutional capacity to respond to the protection needs of people of concern in several countries of transit and destination. In 2017, UNHCR will continue to promote a regional approach to this essentially regional phenomenon, coordinating with IOM and other relevant actors, and actively participating in regional consultative processes.

Several countries in the Americas have continued to demonstrate solidarity by offering solutions for refugees affected by global and regional situations, through increased resettlement places and other alternative pathways for admission, including humanitarian visas. UNHCR will continue to support authorities in establishing and enhancing resettlement programmes, including in Argentina, Brazil, Chile and Uruguay. The organization will also share successful experiences and lessons learned, including with respect to Canada's private sponsorship programme. Further, the Office will support the implementation of the new protection transfer agreement, under which Costa Rica will host vulnerable individuals from the NTCA while their asylum applications are processed by the United States of America.

NORTH AMERICA
AND THE CARIBBEAN

LATIN AMERICA

Refugees

Asylum-seekers

Returnees (refugees and IDPs)

Stateless people

Internally displaced people (IDPs)

Others of concern

**Population of concern
as of January 2016**

6,000,000

3,000,000

500,000

MAJOR SITUATIONS

Colombia

The Office continues to promote solutions for internally displaced people through local integration, return and relocation programmes; as well as for Colombian refugees in the region, including through local integration programmes and, when conditions permit, voluntary repatriation programmes. Although peace talks led to a bilateral ceasefire, new displacement continues both within Colombia and across borders, mainly as a result of increased violence by illegal armed groups.

Interest in voluntary repatriation among Colombian refugees in **the Republic of Ecuador** and **the Bolivarian Republic of Venezuela** is expected to remain limited in the short term. Official figures from the Government of Ecuador indicate that a few hundred Colombians continue to arrive in Ecuador every month. The socio-economic situation in the Bolivarian Republic of Venezuela is impacting the ability of people of concern to access basic services and meet their basic needs, such as food.
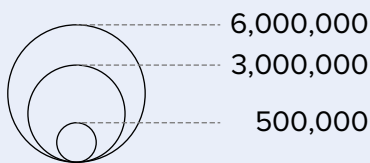
In 2017, UNHCR aims to assist the Colombian authorities to strengthen their capacity to protect and provide solutions for IDPs and host communities, and to implement the Victims and Land Restitution Law. It will work with Colombia and host countries, in particular Ecuador and the Bolivarian Republic of Venezuela, to create and/or improve conditions to pursue durable solutions for refugees, including voluntary repatriation. Lastly, UNHCR will provide technical assistance to the Government of Colombia to strengthen national systems to protect conflict-affected populations and prevent further human rights violations.

Northern Triangle of Central America

In 2015, there were almost 55,000 asylum-seekers from the NTCA in North and Central American countries – almost twice as many as in 2014, and more than four times the number registered in 2012. Available data shows this trend has continued in 2016, with 30,900 new asylum applications by NTCA nationals registered in the Americas region between January and June, up some 48 per cent when compared to the same period in 2015. In response to this increasing protection crisis, UNHCR is scaling up its activities, including the promotion of regional cooperation to address emerging challenges.

Further, in July 2016 concerned States participated in the first High Level Round Table on the growing phenomenon of mixed movements, including forced displacement, in and from the NTCA. Convened by UNHCR and the Organization of American States (OAS) in Costa Rica, the meeting concluded with the adoption of the San José Action Statement, a comprehensive plan of action to: prevent and address root causes of displacement and migration in and from countries of origin; enhance asylum and protection responses in countries of transit and destination; and foster regional cooperation.

In 2017, UNHCR aims to establish and strengthen mechanisms for identification and referral of people with protection needs, including asylum-seekers and returnees; adequate reception arrangements; asylum procedures; alternatives to detention; and local integration and resettlement opportunities. It will support authorities in countries of origin to reinforce existing national prevention and protection response mechanisms to mitigate the effects of internal displacement, including welfare institutions for children and women, and ombudsperson's offices. UNHCR will strengthen the inter-agency response to displacement in the subregion, including by working closely with the United Nations Development Group in Latin America and the Caribbean (UNDG-LAC), alongside UN

Resident Coordinators. UNHCR will also continue leading existing inter-agency protection task forces and protection groups in NTCA countries and Panama, along with other stakeholders including UNICEF, UNFPA, OCHA, ICRC, IOM and international NGOs.

REGIONAL STRATEGY

In 2017, UNHCR will maintain its support to Latin American and Caribbean countries as they put into practice the strong framework for regional cooperation and responsibility-sharing provided by the BPA. As the BPA enters its third year, UNHCR will also support consultations among States and civil society that aim to reflect on progress, challenges and ways forward to enhance implementation.

Building a common asylum space

The Quality Assurance Initiative (QAI) is the primary tool used by UNHCR in the Americas region to support States as they seek to enhance the fairness and efficiency of national asylum systems. The Office will continue consolidating progress made under the QAI in Argentina, the Plurinational State of Bolivia, Brazil, Chile, Costa Rica, Mexico, Panama, and Peru, as well as expanding

the initiative to other interested States. UNHCR's "QAI toolkit" — an online platform containing a range of tools and good country practices — provides a useful reference point for the region and beyond. Good practices include: capacity building through twinning arrangements; familiarization visits by immigration authorities from countries of asylum to countries of origin; and the strengthening of the CONARE forum, which brings together the presidents of various national refugee commissions in MERCOSUR States with a view to harmonizing asylum systems.

Progressing towards solutions

With the conclusion of the Transitional Solutions Initiative in Colombia in 2016, UNHCR is undertaking several evaluation exercises which will provide a basis for further fine-tuning of its protection and solutions strategy and include lessons learned to be shared with the Government. In Costa Rica and Ecuador, UNHCR will continue promoting self-reliance and the legal and socio-economic inclusion of refugees in host communities, through the scaling up of self-reliance projects such as the "Graduation Model". The Office will also support projects that enhance the provision of documentation and legal status to refugees, with a view to including them in national administrative

and development services. In the Bolivarian Republic of Venezuela, for example, following a profiling exercise which will be finalized in early 2017, UNHCR will support the authorities in providing documentation to people of concern to facilitate their access to national services and entitlements, in line with the "National human rights plan".

In Southern Cone countries, UNHCR will continue supporting efforts by central and municipal authorities to promote inclusive public policies and facilitating refugee integration and self-reliance through livelihood opportunities and partnerships with the private sector. Through the "Cities of solidarity" programme, UNHCR coordinates with municipalities to enhance integration opportunities for refugees, including those who have been resettled.

As global crises continue displacing unprecedented numbers of people, resettlement needs for refugees around the world have never been higher. UNHCR will continue advocating for increased resettlement opportunities, not only with traditional resettlement countries in the region like Canada and the United States of America, but also with emerging resettlement States in Latin America.

Ending statelessness

Latin America and the Caribbean was the first region to formally endorse the High Commissioner's call to end statelessness by 2024 through the signature of the BPA. UNHCR's efforts to address and resolve existing cases of statelessness within the region will include a strong focus on the Caribbean; in other countries the main goal will be ongoing prevention. The Office will seek to ensure that all countries are able to identify, protect and eventually facilitate solutions for stateless people, including naturalization.

In Costa Rica, UNHCR will continue working with the Supreme Electoral Tribunal to enhance birth registration of Ngöbe Bugle indigenous people and transnational migrant workers of Nicaraguan origin, as part of efforts to eradicate the risk of statelessness in the country. The Government of Costa Rica has endorsed UNHCR's #IBelong campaign, and regulations on statelessness determination procedures have recently been enacted.

Regional cooperation

Strategic regional cooperation is key to enhancing protection of and solutions for displaced and stateless people. In 2017, UNHCR will continue strengthening its cooperation with the UNDG-LAC; regional and subregional mechanisms such as the OAS, MERCOSUR, and the Central American Integration System; multilateral development banks; civil society; and the private sector. UNHCR will also enhance coordination with the various regional consultative fora on migration (the Lima and Puebla processes, as well as the recently established process for the Caribbean), to ensure that safeguards are in place to identify people in need of international protection travelling as part of mixed movements.

Solidarity with the Northern Triangle of Central America in seeking and implementing durable solutions

UNHCR's protection and solutions strategy for the situation in the NTCA is fully aligned with, and draws on key elements of, the BPA. It ensures that prevention, protection and solutions interventions are embedded within comprehensive efforts to address root causes of displacement, through existing national and regional strategies and taking into account the magnitude and patterns of displacement, as well as the profiles of displaced people. It aims to address the protection needs of three main population groups: asylum-seekers and refugees, including those in transit; returned people with specific needs and vulnerabilities; and internally displaced people in countries of origin, transit and asylum. There is particular focus on the specific needs of children, women, and LGBTI populations of concern.

Regional solidarity with the Caribbean for a comprehensive approach to international protection and durable solutions

In the Caribbean, UNHCR will continue with its strategic and innovative approach in addressing protection challenges.

In line with the launch in 2016 of the "Caribbean Regional Consultative Process", Caribbean States will meet regularly to strengthen cooperation and coordination in addressing complex mixed movements by sea, focusing on data sharing, exchange of best practices, and capacity building. UNHCR encourages and supports such initiatives, with special focus on twinning and other forms of State-to-State cooperation.

CONSTRAINTS

Increasing mixed movements in Latin America and the Caribbean are challenging the institutional response capacities of asylum countries, traditionally used to address smaller numbers and more homogenous types of claims. The numbers of asylum-seekers from within and outside the region are expected to keep rising in 2017. UNHCR will work with governments to ensure access to refugee status determination procedures for those seeking international protection, including through alternative case processing strategies. ■

Financial information

UNHCR's budgetary requirements for the region in 2017 are $145.6 million. While the budget for the Americas has remained relatively stable during the last five years, requirements increased by almost 20 per cent in 2016 due to the growing displacement crisis in the NTCA and the earthquake emergency in Ecuador. Notwithstanding the security challenges in the NTCA and the opportunities and challenges

in Colombia, the protection environment in the region remains strong and dynamic. The BPA and the San José Action Statement, in particular, are promising initiatives that require appropriate international support to assist States translate their protection and solutions commitments into practice.

The most significant funding needs in the region are for UNHCR's

operations in Colombia, Ecuador and the NTCA. The largest budgetary requirements relate to: improvement of reception conditions; improved access to quality status determination; and realizing the potential for local integration. Financial shortfalls will seriously affect the support that can be provided by the Office for implementation of the BPA, the QAI and multi-year protection and solutions strategies.

The Americas 2017 budget by rights group | USD millions

Rights group	USD millions
Favourable protection environment	19.7 million
Fair protection processes and documentation	34.6 million
Security from violence and exploitation	13.9 million
Basic needs and essential services	8.4 million
Community empowerment and self-reliance	13.4 million
Durable solutions	31 million
Leadership, coordination and partnerships	5.7 million
Logistics and operations support	13.6 million
Headquarters and regional support	5.3 million

Budgets for the Americas 2008-2017 | USD millions

Legend:
- Supplementary programme budget
- Annual programme budget
- IDP projects
- Stateless programme
- Refugee programme
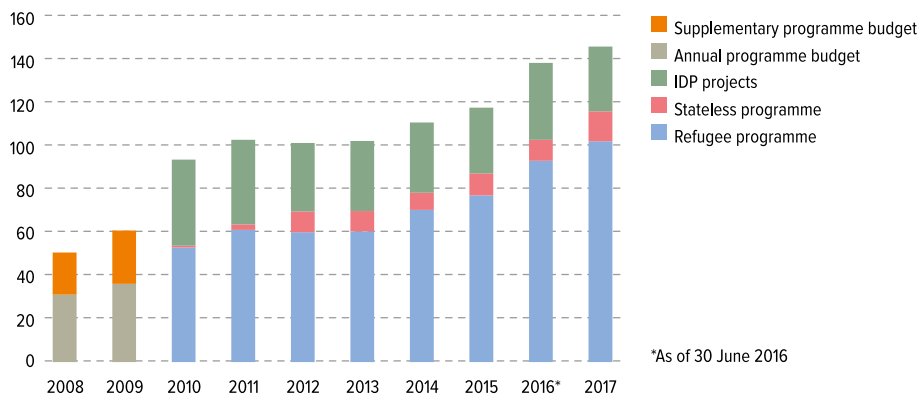
*As of 30 June 2016

BUDGETS FOR THE AMERICAS | USD

Operation	2016 Current budget (as of 30 June 2016)	2017				
		Pillar 1 Refugee programme	Pillar 2 Stateless programme	Pillar 3 Reintegration projects	Pillar 4 IDP projects	Total
NORTH AMERICA AND THE CARIBBEAN						
Canada	1,530,119	1,593,006	165,235	0	0	1,758,241
United States of America Regional Office[1]	21,535,193	14,683,831	12,155,692	0	0	26,839,523
Subtotal	**23,065,313**	**16,276,838**	**12,320,926**	**0**	**0**	**28,597,764**
LATIN AMERICA						
Argentina Regional Office[2]	4,739,876	4,649,331	125,073	0	0	4,774,405
Brazil	6,238,463	4,157,209	179,138	0	0	4,336,348
Colombia	31,433,551	971,256	0	0	26,868,265	27,839,522
Costa Rica	4,403,876	5,860,220	371,103	0	0	6,231,323
Costa Rica Regional Legal Unit	2,772,777	3,087,730	846,399	0	0	3,934,130
Ecuador	24,995,565	18,913,000	0	0	3,000,000	21,913,000
Mexico	12,429,043	17,877,287	0	0	0	17,877,287
Panama Regional Office	16,916,769	20,178,410	0	0	0	20,178,410
Venezuela (Bolivarian Republic of)	9,137,293	7,901,608	0	0	0	7,901,608
Regional activities[3]	2,044,001	2,059,723	0	0	0	2,059,723
Subtotal	**115,111,214**	**85,655,776**	**1,521,714**	**0**	**29,868,265**	**117,045,756**
Total	**138,176,526**	**101,932,614**	**13,842,641**	**0**	**29,868,265**	**145,643,520**

[1] Includes Haiti, Dominican Republic, Puerto Rico, the US Virgin Islands, 12 Independent Caribbean States, three other CARICOM States, and British and Dutch overseas territories in coordination with the Europe Bureau

[2] Includes activities in the Plurinational State of Bolivia, Chile, Paraguay, Peru and Uruguay

[3] Regional activities cover entire Americas region

WORKING ENVIRONMENT

The Asia and the Pacific region hosts more than 9.5 million people of concern to UNHCR, including approximately 3.7 million refugees (originating mostly from Afghanistan and Myanmar), 2.4 million IDPs and 1.6 million stateless people.

Two main situations are likely to dominate UNHCR's operations in 2017: the likelihood that some 365,000 Afghan refugees will return to their country from Pakistan before the end of 2016; and the situation in Myanmar following the nomination of a new government, and the potential implications on internal displacement and the return of refugees. While maritime movements in 2016 were not on the same scale as those seen in 2015, with the situation in Myanmar remaining unresolved there is potential for such movements to continue in 2017. In this regard, the lack of alternative pathways for admission across the region is of great concern to UNHCR.

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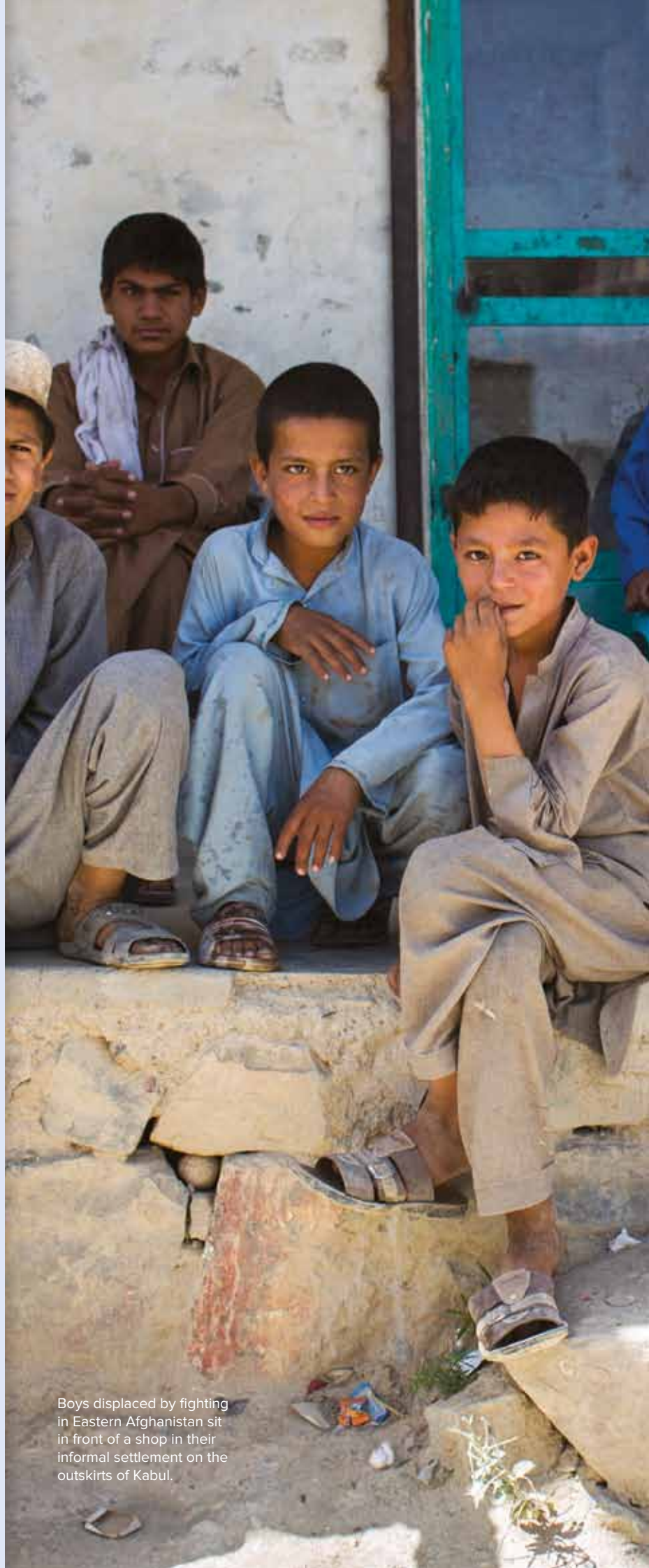
Boys displaced by fighting in Eastern Afghanistan sit in front of a shop in their informal settlement on the outskirts of Kabul.

Asia
and the
Pacific

More than two-thirds of refugees in the region – an estimated 2.8 million people – live in urban and semi-urban areas. This requires UNHCR and partners to work with States and other actors to strengthen the protection of those living outside camps and ensure their access, including through new or innovative ways, to essential services. The organization will focus on four priority objectives: undertaking community outreach, strengthening relations with urban refugees, ensuring access to essential services, such as healthcare and education, and promoting livelihoods and self-reliance.

It is estimated that around 43 per cent of people that fall under UNHCR's statelessness mandate are in the Asia and Pacific region. Therefore, the prevention and reduction of statelessness, and the protection of the rights of stateless people, are key regional priorities for UNHCR. Considerable progress has been made on this front, particularly in Central Asia (for more details, see the chapter on *Safeguarding fundamental human rights*).

MAJOR SITUATIONS

Afghan refugees in South-West Asia

Afghans remain one of the largest protracted refugee populations of concern to UNHCR. While more than 2.6 million Afghan refugees have found asylum in around 70 countries, 95 per cent of them continue to be hosted in the **Islamic Republics of Iran** and **Pakistan** where, for almost four decades, they have benefited from protection, assistance and support. Both countries also host large numbers of undocumented Afghans – an estimated 1.5 to 2 million in the Islamic Republic of Iran and 1 million in Pakistan. Moreover, Afghans, including large numbers of separated and unaccompanied minors, continue to be one of the largest groups arriving in Europe.

Within **Afghanistan**, some 1.2 million people remain internally displaced. Since mid-2015, the deteriorating situation in the country and increased

levels of violence have led to large-scale internal displacement and diminished humanitarian access. UNHCR is working with the Government of Afghanistan and partners to assist IDPs, support the reintegration of returning refugees, and to advocate sustained support from the international community.

Despite the complex political and security environment in Afghanistan, there has been a surge in the return of Afghan refugees from Pakistan since July 2016. By mid-October, some 265,000 Afghan refugees had returned from Pakistan, and estimations are that some 365,000 Afghan refugees in total will return from Pakistan by the end of 2016. This trend is expected to continue in 2017. The scope and pace of return is likely to have an impact on Afghanistan's already limited absorption capacity.

CENTRAL ASIA

EAST ASIA AND THE PACIFIC

SOUTH-WEST ASIA

SOUTH ASIA

SOUTH-EAST ASIA

Refugees

Asylum-seekers

Returnees (refugees and IDPs)

Stateless people

Internally displaced people (IDPs)

Others of concern

Population of concern as of January 2016

6,000,000

3,000,000

500,000
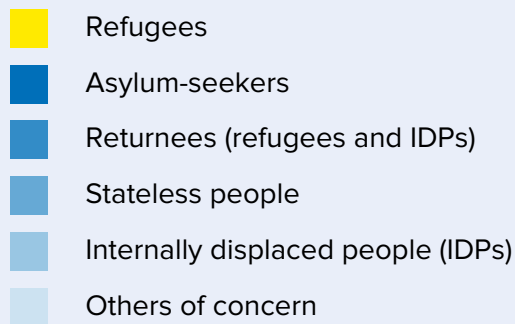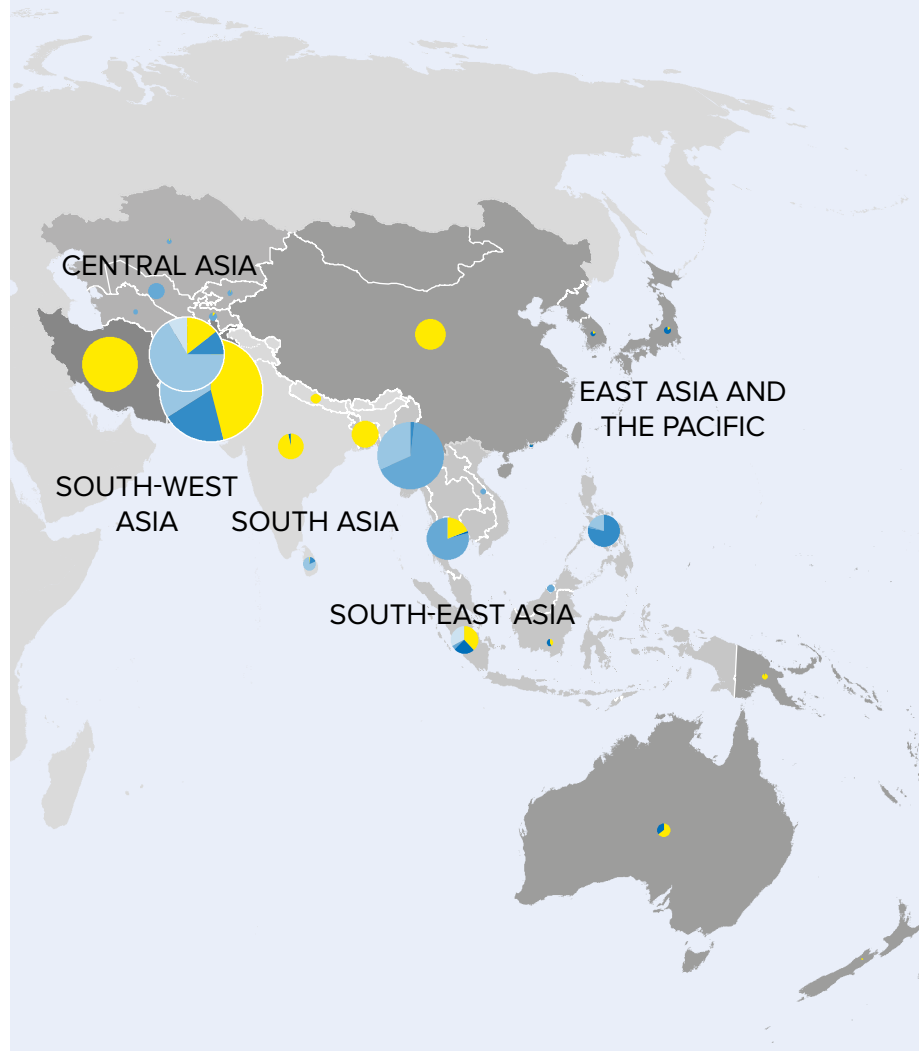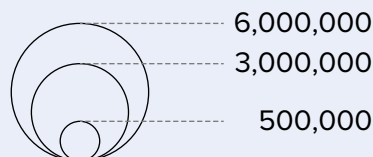
The Government of Pakistan has committed to extending the validity of the proof of registration cards issued to refugees until the end of March 2017 but the legal status of Afghan refugees beyond this date remains uncertain. Consequently, UNHCR will continue working closely with host governments in the region, together with the Government of Afghanistan, to advocate for voluntary, dignified and phased returns.

The "Solutions strategy for Afghan refugees to support voluntary repatriation, sustainable reintegration and assistance to host countries" (SSAR) continues to be a relevant regional framework to seek solutions for the Afghan refugees living in a protracted situation. However, the evolving situation inside Afghanistan in 2016 has hampered the attainment of durable solutions. In response to these developments, UNHCR developed a regional plan within the framework of the SSAR to be implemented throughout South-West Asia until the end of 2017.

The regional plan presents specific activities which will contribute to building resilience among Afghan refugees, IDPs, returnees and host communities, and which will help find innovative solutions to their problems. These are articulated in five key areas of intervention: access to protection (legal and policy framework); access to basic services; youth empowerment through education, skills training and livelihoods support; durable solutions and advocacy; and coordination and partnership. Inside Afghanistan, the plan focuses on targeted assistance to the most vulnerable people of concern and local communities.

Solutions for people of concern from Myanmar

A number of significant political developments have taken place in Myanmar over the last few years. Most notably among them, the signing of a nationwide ceasefire agreement in 2015, followed by the installation of a democratically-elected government led by the National League for Democracy in April 2016. These developments are expected to impact on the large number of refugees originating from Myanmar in the region, as well as the hundreds of thousands of people who remain displaced inside the country. UNHCR is working with the Government to address protection and other issues

related to people of concern. In light of the positive developments in Myanmar, plans for the voluntary repatriation of refugees from camps in **Thailand** and other neighboring countries were discussed. A strategic roadmap and operational plans have been designed in this regard. The week of 24 October saw the first pilot voluntary returns of Myanmar refugees from Thailand. UNHCR will continue to work with the two Governments, development and other partners to enable the return of refugees to Myanmar under safe and dignified conditions.

Irregular migratory movements in South-East Asia

People continue to risk their lives on dangerous boat journeys throughout South-East Asia and further afield. The "Bali Process Declaration on people smuggling, trafficking in persons and related transnational crime", adopted in March 2016, resulted in a number of important recommendations. These included a proposal to explore temporary protection and local stay arrangements for asylum-seekers and refugees.

The Declaration notes the importance of comprehensive, long-term solutions to address mixed migratory movements and highlights the collective responsibility of countries in the region to find such solutions. The Bali Process reunited many of the governments that took part in the 2015 Special Meeting on Irregular Migration in the Indian Ocean in Bangkok. Together, the progress made in Bali and Bangkok provides a strong foundation for the coordinated regional action required in 2017 to manage mixed movements in a humane way and protect refugees at sea.

REGIONAL STRATEGY

Safeguarding access to protection and asylum

While advocating and supporting the establishment and improvement of asylum procedures by States, UNHCR will continue promoting protection-sensitive systems for the management of mixed movements in the region. The Office will also continue working with States and other stakeholders to identify alternatives to the detention of asylum-seekers; ensure

access to protection; and establish mechanisms for achieving solutions for people of concern, including through regional schemes beyond third-country resettlement, such as labour mobility migration agreements. Strengthening the protection of refugee communities living outside camps will remain a priority in 2017.

Seeking durable solutions for protracted refugee situations

Taking into account the realities on the ground, UNHCR will continue exploring a comprehensive solutions package per situation encompassing voluntary return, resettlement and local solutions, as well as temporary protection, and residence or labour migration schemes. This is especially relevant in the context of the Afghan and Myanmar situations.

Through the SSAR, UNHCR will continue to play a more instrumental role in calling for more international attention and support to Afghanistan and the neighbouring refugee hosting countries to ensure equitable responsibility-sharing. It will also promote the need to address root causes of displacement as part of the comprehensive approach to securing solutions.

The Office will continue working with the newly-elected Government of Myanmar to enable refugees return home under safe and dignified conditions, in line with the strategic roadmap referred to above. On addressing irregular movements by sea, the focus in 2017 will remain on strengthening cooperation with states in the region, with IOM and UNODC. Consultations on the issue will continue, including in the context of the Bali Process on People Smuggling, Trafficking in Persons and Related Transnational Crime, as well as other regional platforms.

In South Asia, resettlement of Bhutanese refugees in camps in Nepal is continuing with, at present, an estimated 10,000 refugees remaining in two camps. In 2017, UNHCR, together with partners, will continue working with the concerned governments to find lasting solutions for those remaining.

UNHCR will also continue assisting the voluntary repatriation of Sri Lankan refugees from camps in India. Returnees receive repatriation and transportation grants, core relief items and access to legal advice on housing, land and property issues. However, challenges remain in the reintegration process, including ensuring access to livelihood opportunities, land and documentation.

Ensuring protection and durable solutions for IDPs

In Afghanistan, UNHCR will continue supporting IDPs with specific needs through service provision, in-kind and cash-based assistance, including for urgent medical expenses, legal assistance and to promote self-reliance. The Office, in coordination with other humanitarian actors, and in its capacity as lead of the emergency shelter/non-food items cluster, will also provide one-off assistance to families newly displaced by conflict.

In Myanmar, as part of the inter-agency response and as the lead of the protection, shelter and camp coordination and camp management clusters, the Office will continue working with partners and the Government to protect and assist approximately 100,000 IDPs in Kachin and northern Shan States, and an estimated 120,000 IDPs in Rakhine State.

Reducing and preventing statelessness and protecting stateless people

With more than 1.6 million people in the Asia and Pacific region falling within UNHCR's statelessness mandate, the region is home to the highest number of stateless people in the world. Addressing statelessness will remain a key strategic priority for the organization in 2017. Operations have received guidance to support them to plan interventions in line with UNHCR's "Global Action Plan to End Statelessness", with a focus on strengthening national systems and including all people of concern to UNHCR in national civil registration systems of births, marriages and deaths. UNHCR will also encourage the exchange of good practices in the region in relation to nationality and birth registration. Political space for asylum and protection has also been narrowing in some of the countries with protracted refugee populations.

CONSTRAINTS

Only 20 of the 45 countries and territories in the region have acceded to the 1951 Convention relating to the Status of Refugees and its 1967 Protocol. The lack of a legal framework to anchor protection and solutions remains a challenge in the region. Continuing violence in the Islamic Republic of Afghanistan is creating an environment of increasing insecurity for UNHCR's staff, resulting in limited humanitarian access to people of concern. ■

Financial information

The 2017 comprehensive needs assessment budget for the Asia and Pacific region is $545 million. The financial requirements for South-West Asia - comprising operations in the Islamic Republics of Afghanistan, Iran and Pakistan - represent around 66 per cent of the total regional budget. Financial requirements for the Myanmar operation represent approximately 9 per cent of the budget, while the remaining 25 per cent is shared among three regional and 17 country operations.

While the budget level for the region has remained fairly steady, earmarked funding has declined, from $260 million in 2013 to $207 million in 2015. Consequentially, operations in the Asia and Pacific region suffer from funding shortages, resulting in constraints in the delivery of key protection and solutions activities, and requiring operations to constantly re-prioritize needs.

In 2016, UNHCR found itself critically short of the funding needed for repatriation grants to refugee returnees, and was obliged to reallocate and reprioritize resources within Afghanistan and from other operations. The danger for 2017 is that, unless further resources are made available in a timely manner, provision of repatriation cash grants will come under severe strain, with concomitant risks to operations.

Funding shortages for the Afghan situation in 2017 could further exacerbate the precarious situation of Afghan refugees in the region and, for example, risk leaving many of the recent returnees without critical support right when they need it most. Inadequate funding could adversely impact key programmes focusing on education and youth empowerment, which are essential to preventing the marginalization of youth, as young people represent almost two thirds of the Afghan refugee population.

Shortfalls in funding have also resulted in UNHCR's diminished presence in certain parts of the region, and a prioritization of resources is likely to reduce the number of UNHCR staff across Asia and the Pacific. If the funding levels continue to fall as predicted, this will put serious pressure on the organization's ability to maintain an effective presence and interventions.

Asia and the Pacific 2017 budget by rights group | USD millions

Rights group	Amount
Favourable protection environment	22.2 million
Fair protection processes and documentation	30 million
Security from violence and exploitation	21.7 million
Basic needs and essential services	221.6 million
Community empowerment and self-reliance	67.4 million
Durable solutions	131.1 million
Leadership, coordination and partnerships	12.2 million
Logistics and operations support	28.5 million
Headquarters and regional support	10.2 million

Budgets for Asia and the Pacific 2008-2017 | USD millions

Legend:
- Supplementary programme budget
- Annual programme budget
- IDP projects
- Reintegration projects
- Stateless programme
- Refugee programme
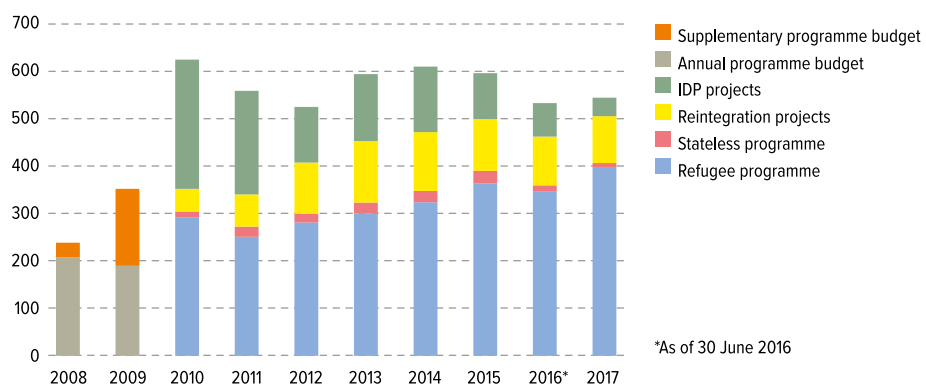
*As of 30 June 2016

BUDGETS FOR ASIA AND THE PACIFIC | USD

Operation	2016 Current budget (as of 30 June 2016)	2017				
		Pillar 1 Refugee programme	Pillar 2 Stateless programme	Pillar 3 Reintegration projects	Pillar 4 IDP projects	Total
SOUTH-WEST ASIA						
Afghanistan	137,733,865	87,966,470	0	39,813,250	9,953,878	137,733,598
Iran, Islamic Republic of	70,663,243	97,246,544	0	0	0	97,246,544
Pakistan	127,352,356	63,723,623	235,000	59,053,714	4,060,864	127,073,202
Subtotal	**335,749,464**	**248,936,638**	**235,000**	**98,866,964**	**14,014,742**	**362,053,343**
CENTRAL ASIA						
Kazakhstan Regional Office[1]	7,485,827	4,288,567	1,308,424	0	0	5,596,991
Kyrgyzstan	2,876,272	699,437	309,045	0	0	1,008,483
Tajikistan	4,067,141	1,577,403	770,329	0	0	2,347,732
Turkmenistan	249,214	0	0	0	0	0
Subtotal	**14,678,453**	**6,565,408**	**2,387,798**	**0**	**0**	**8,953,206**
SOUTH ASIA						
India	15,061,846	15,742,000	72,436	0	0	15,814,436
Nepal	9,691,325	7,421,663	488,468	0	0	7,910,131
Sri Lanka	6,382,919	5,559,273	60,166	0	0	5,619,439
Subtotal	**31,136,090**	**28,722,936**	**621,070**	**0**	**0**	**29,344,006**
SOUTH-EAST ASIA						
Bangladesh	13,667,947	13,751,629	14,216	0	0	13,765,846
Indonesia	7,376,180	7,173,894	26,500	0	0	7,200,394
Malaysia	19,872,522	18,009,477	516,111	0	0	18,525,588
Myanmar	56,047,915	22,282,485	3,368,718	0	23,675,472	49,326,676
Philippines	4,970,567	578,338	751,474	0	1,346,505	2,676,318
Thailand	30,690,639	32,617,574	1,174,516	0	0	33,792,090
Thailand Regional Office[2]	7,115,827	6,369,912	653,940	0	0	7,023,852
Subtotal	**139,741,598**	**100,783,309**	**6,505,476**	**0**	**25,021,978**	**132,310,763**
EAST ASIA AND THE PACIFIC						
Australia Regional Office[3]	1,980,000	2,679,999	0	0	0	2,679,999
China Regional Office	4,766,286	2,955,086	240,000	0	0	3,195,086
Japan	3,300,000	3,396,541	64,927	0	0	3,461,469
Republic of Korea	1,700,000	1,617,012	102,988	0	0	1,720,000
Regional activities	444,000	1,190,299	0	0	0	1,190,299
Subtotal	**12,190,285**	**11,838,937**	**407,915**	**0**	**0**	**12,246,852**
Total	**533,495,890**	**396,847,226**	**10,157,260**	**98,866,964**	**39,036,719**	**544,908,170**

[1]   Includes activities in Uzbekistan
[2]   Includes activities in Cambodia, Mongolia and Viet Nam
[3]   Includes activities in New Zealand, the Pacific Island Countries and Papua New Guinea

WORKING ENVIRONMENT

The operating environment in 2017 will remain challenging as the impact of ongoing conflicts in Afghanistan, Iraq, the Syrian Arab Republic (Syria) and Ukraine continue to resonate throughout Europe.

Large numbers of people continue to risk their lives crossing the Mediterranean Sea in search of safety and protection in Europe. Between January and June 2016, 38 countries in Europe had received nearly 625,000 asylum applications, a 22 per cent increase compared to the same period in 2015, with applicants originating mainly from Syria (216,900), Afghanistan (128,000) and Iraq (94,300). Against this background, significant challenges persist in providing protection and securing solutions for people of concern to UNHCR in the region, including increasing restrictions on access to territory; a lack of appropriate reception conditions, particularly for people with specific needs, including unaccompanied and separated children; and inadequate asylum procedures. It is against this background that the European Commission announced a series of proposals in May, June and July 2016 aimed at amending the current Common European Asylum System (CEAS), including the reform of FRONTEX and the European Asylum Support Office (EASO).

Europe

Syrian refugees drink tea and check their phones next to their tents inside a warehouse at the Vasilika camp, northern Greece, which opened in May 2016.

UNHCR will continue to strengthen its cooperation with governments, European Union (EU) institutions and agencies, civil society and affected communities in order to address these challenges and will encourage reforms of the CEAS based on the lessons learned during the refugee crisis in 2015 and 2016.

Turkey remains host to the largest number of refugees under UNHCR's mandate worldwide, with more than 2.7 million Syrian refugees as of October 2016. The ongoing conflict in Ukraine continues to cause large-scale displacement, with more than 1.7 million people internally displaced, according to Government registration figures. Freedom of movement and access to affected populations continues to be of concern to the Office. Some 1.4 million Ukrainians have sought asylum or other forms of legal stay in neighbouring countries since the conflict began, the majority in the Russian Federation.
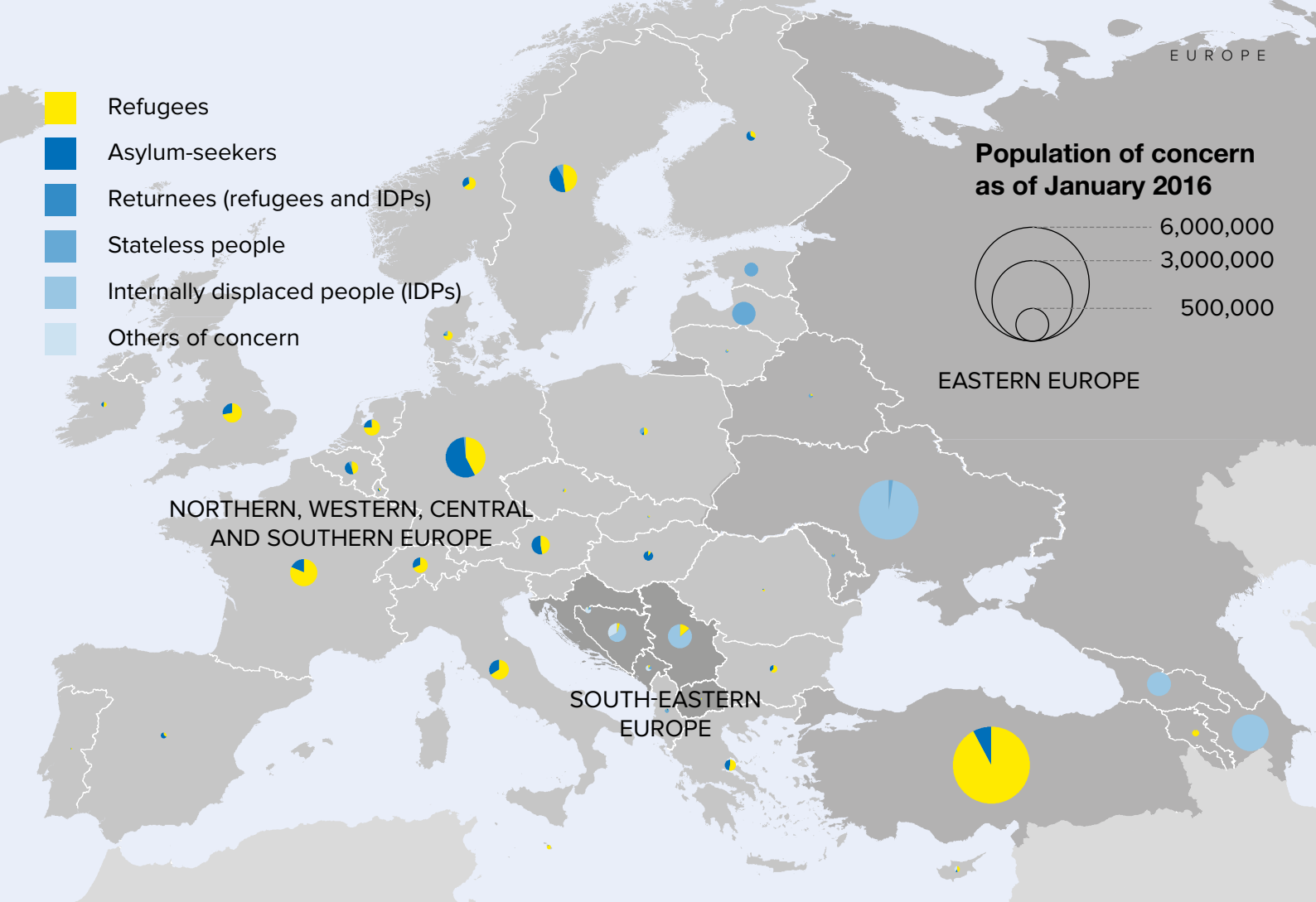
MAJOR SITUATIONS

Europe refugee situation

While the number of arrivals to **Greece** so far in 2016 is lower than for the same period in 2015, the number of people arriving in **Italy** remains consistent with that of 2015. The number of applications for asylum in the region increased in 2016, with **Germany** receiving by far the most applications. There are still people of concern, who see themselves as being in transit, in countries in the Western Balkans. The majority are concentrated in **Serbia** where more than 6,000 asylum seekers and migrants are accommodated in various type of government facilities across the country.

UNHCR's regional strategy for 2017 focuses on protecting and assisting a more stabilized population and remains in line with the Refugee and Migration Response Plan and the Refugee Coordination Model (see *Glossary*). UNHCR will continue to promote a coordinated response in addressing the humanitarian and protection needs of people of concern, including by supporting the efforts of governments to meet their obligations under international and regional law.

In Greece, the Office will continue to focus on strengthening reception conditions and some site management, supporting temporary accommodation facilities, identifying and assisting people with specific needs, as well as providing humanitarian assistance. In particular, efforts are underway to ensure that people with specific needs, including unaccompanied and separated children, survivors of SGBV and people with mental and physical disabilities, are referred to appropriate services. UNHCR will also continue to support the Greek Asylum Service to ensure people of concern are able to register their intent to seek asylum, and have access to timely, fair, and efficient asylum proceedings, irrespective of their nationality.

As **Turkey** transits from a refugee emergency to a protracted situation, UNHCR will increase its support to the improvement of the living conditions of all people of concern. As over 90% of the refugees live outside of the camps, UNHCR will continue focusing on supporting the most vulnerable urban refugees with a three-pillar strategy comprising education, livelihoods and access to social welfare.

Refugees

Asylum-seekers

Returnees (refugees and IDPs)

Stateless people

Internally displaced people (IDPs)

Others of concern

Population of concern as of January 2016

6,000,000
3,000,000
500,000

EASTERN EUROPE

NORTHERN, WESTERN, CENTRAL AND SOUTHERN EUROPE

SOUTH-EASTERN EUROPE

Conflict in Ukraine

UNHCR will continue to closely monitor and report on the protection situation of some 1.7 million registered IDPs in Ukraine, as well as those who have sought asylum or other forms of legal stay in neighbouring countries. The Office will maintain its lead in coordinating shelter and NFI material assistance to IDPs, informed by protection needs, and keep up its advocacy in favour of ensuring freedom of movement across the line of contact and access to social assistance for IDPs.

UNHCR will continue to monitor the situation of Ukrainian refugees in neighbouring countries and may pursue limited assistance when and if required.

REGIONAL STRATEGY

UNHCR's Regional Bureau for Europe covers 46 countries and works with a range of regional organizations, including the European Union and its agencies, the Council of Europe and the Organization for Security and Co-operation in Europe. In 2017, UNHCR will continue to support governments in maintaining protection regimes which are compliant with international standards, advocating for the rights of asylum-seekers, refugees and stateless people while maintaining a robust emergency response. The response will be focused around providing technical and functional support to government authorities, and builds capacity, including providing life-saving assistance.

Safeguarding asylum space and providing appropriate reception conditions

UNHCR will continue to focus on safeguarding asylum space and ensuring access to territory and acceptable reception conditions. The Office will support government authorities to conduct registration, in order to ensure assistance and referrals to relevant services to address the specific needs of people of concern.

UNHCR will reinforce advocacy efforts related to enhancing the use of Dublin III family reunion and discretionary clauses. UNHCR will focus on strengthening registration procedures, improving reception conditions, providing better counselling, as well as supporting government efforts to facilitate integration, with a view to encouraging people of concern to apply for asylum in the first country of arrival, rather than undertaking potentially dangerous secondary movements frequently facilitated by smuggling groups. Offices will also reinforce efforts related to Dublin III discretionary and family reunification clauses. UNHCR will provide technical expertise and training, and coordinate with authorities and partners, in order to reduce SGBV and protection risks in reception centres and to ensure effective protection for unaccompanied and separated children. In Italy, UNHCR will continue supporting the Government to strengthen emergency preparedness in the event of a larger influx.

In the Balkans, UNHCR will continue to monitor the situation to prevent people of concern from being exposed to abuse and violence at the hands of smugglers and criminal organizations as they move irregularly in Central Europe, and continue advocating for access to asylum and standardized registration processes,

while working with governments to build reception capacity.

The Office will support ongoing government efforts across the region to strengthen asylum systems and ensure access to territory and asylum procedures, including non-penalization for irregular entry to a country; enhanced quality and efficiency of procedures, with particular focus on asylum claims by children; and facilitating integration.

Building and maintaining fair and effective asylum and protection systems

UNHCR will engage in advocacy with the EU institutions regarding the European Commission's proposal for a reform of the CEAS, in line with its vision for a truly common and harmonized regional asylum system. This system should ensure effective, fair and harmonized identification, registration, screening, adequate reception and effective possibilities for integration in Member States under fair responsibility sharing mechanisms which respect the principles of the best interest of the child and family unity.

The Office will continue protection monitoring in 2017 and the child and family support hubs ("blue dot") will be expanded in Italy and Greece to ensure effective protection and referrals of vulnerable individuals, in particular unaccompanied and separated children, SGBV survivors and people with disabilities. In addition, communication with communities will be strengthened through targeted outreach activities. UNHCR's commitment to child protection will also be strengthened in response to the significant number of unaccompanied and separated children and to ensure that the principle of the

best interest of the child is applied across the region.

Given the large influx of asylum-seekers has placed existing systems under strain and created backlogs in asylum systems throughout the region, UNHCR will increase its support to national authorities in the management of quality asylum systems.

In the Northern Europe subregion, UNHCR's priorities will remain on ensuring access to territory and asylum procedures including non-penalization for irregular entry; enhanced quality and efficiency of asylum procedures with particular focus on child asylum claims; facilitation of integration, and ending statelessness. Strategic litigation and public information will be strengthened to prevent a further tightening of law and policy.

UNHCR will support the second phase of the Quality Initiative in Eastern Europe and the Southern Caucasus (QIEE) in 2015-2017 to strengthen the quality of asylum systems including RSD procedures. A regional protection support hub located in Tbilisi, Georgia will provide expertise and advice on a range of protection issues, including RSD and resettlement to all the countries in the subregion.

A key priority for UNHCR in the Western Balkans region over the last three years has been to assist States build fair and efficient asylum systems, not just through the enactment of laws or other normative frameworks to satisfy EU-enlargement or visa liberalization benchmarks, but in practice. This will remain a key priority in and beyond 2017. The large scale movement of refugees, asylum-seekers and migrants in 2015 revealed significant weaknesses and gaps in the capacity of affected States to manage basic processes. States in the Western Balkans were focused on a single objective; to facilitate the quick transit of people to neighbouring countries. The few asylum-seekers who remain in these countries experience every day the lack of effective asylum systems. Without the renewed and dedicated support of key stakeholders in the EU, UNHCR alone with its partners will not be able to convince these States to take seriously their obligations to build asylum systems, and the region will remain a transit spot where trafficking activities flourish.

Securing durable solutions

UNHCR will continue to advocate for predictable pathways for admission to Europe. As of August 2016, 25 European countries had made over 110,200 places available for resettlement and other pathways for the admission of Syrian refugees out of a total of approximately 221,800 places pledged globally (more details on Resettlement and Other Admission Pathways for Syrian Refugees are available at http://www.unhcr.org/573dc82d4. html). Negotiations to adopt standard operating procedures for the "Voluntary humanitarian admission scheme" from Turkey for people displaced by the Syrian conflict are ongoing. The European Commission launched an Action Plan on the integration of third-country nationals which could form the basis for improved integration outcomes for people of concern.

Given the growing number of people in need of resettlement globally, increased opportunities for resettlement and other pathways for admission to Europe are urgently needed. Despite the adoption of the "Conclusions on resettlement" by the Council of the European Union in July 2015 for more than 22,500 individuals, the European Union-Turkey Statement

led to some countries initially dedicating their quotas to Syrians in Turkey. The implementation of relocations has been disappointing, with just 4 per cent of the 160,000 available places from Greece and Italy filled by October 2016.

UNHCR will therefore continue to advocate for predictable and credible pathways of admission to Europe that are responsive to all refugee populations, and will seek to engage with civil society and the private sector, including businesses, to explore ways of facilitating integration.

UNHCR will support arrangements towards enhancing family reunification, as it facilitates integration and provides an effective possibility for women and children to have safe access to protection in Europe. UNHCR will continue advocating for EU Member States to extend eligibility for family reunification needs beyond spouses and minor unmarried children as well as for refugees and beneficiaries of other forms of protection (such as subsidiary protection) to enjoy equal rights of family reunification.

The Office will continue working to responsibly disengage from providing direct assistance to people displaced in South-Eastern Europe by the conflicts in the Balkans during the 1990s. UNHCR is supporting governments in the region to assume full responsibility for securing durable solutions for those in need beyond 2017, and will continue to engage strategically at a policy level regionally and nationally. UNHCR will work to mobilize development actors and potential donors in situations where governments and institutions are likely to require support after 2017.

Preventing and resolving statelessness

With some 600,000 stateless people estimated to be living in Europe, and a small but growing number of stateless asylum-seekers, UNHCR will continue its efforts to eradicate statelessness in line with the #IBelong campaign (see the chapter on *Safeguarding fundamental human rights*). UNHCR will also support an increasing number of governments in Europe to establish and strengthen procedures to adequately identify and protect stateless people by providing technical support, and promoting good practices. Ongoing advocacy and engagement with governments, local authorities, civil society and affected communities in South-Eastern Europe has contributed to a gradual reduction in the number of people at risk of statelessness and an improved understanding of the existing obstacles, notably in relation to civil registration.

UNHCR will further support the European Network on Statelessness on its initiatives throughout the continent, notably its work on stateless people in detention and its #StatelessKids campaign, focusing on the remaining gaps in law and practice to adequately address statelessness among children. Building on the EU's first ever Council Conclusions on statelessness, adopted in December 2015, UNHCR will continue to advocate for the engagement of the EU in addressing statelessness, notably through the European Migration Network.

Strengthening UNHCR's external relations and mobilizing support for the work of the Office worldwide and for people of concern

A central feature of UNHCR's response to the Mediterranean emergency situation is the strengthening of partnerships with multiple stakeholders, including governments, regional institutions, United Nations agencies, civil society and NGOs. The Office, working together with partners and affected States, focuses on raising awareness of the situation of people in need of international protection arriving in Europe, particularly those with specific needs. This requires increased advocacy in calling for a coordinated and comprehensive response in Europe to address the situation, and in urging an approach based on solidarity and responsibility-sharing among States.

CONSTRAINTS

Despite the diverse political traditions and differing asylum systems in European countries, UNHCR is concerned by increasing xenophobic public debates in several countries across the region which have also contributed to a challenging working environment. The CEAS, along with European Union Member States, have failed to demonstrate sufficient solidarity and responsibility-sharing in line with their international obligations, and have failed to respond to the increased number of people arriving at Europe's southern borders.

The response of many countries does not sufficiently reflect the gravity of the situation, with mechanisms to support frontline reception countries slow to materialize and the introduction of increasingly restrictive measures by several countries, including on family reunification. UNHCR is particularly concerned about the reliance on national security concerns, in some Eastern European countries, as grounds to reject asylum applications and limit access to territory and asylum procedures; the functioning of asylum systems being constrained by political priorities and sensitivities; and limited integration opportunities.

In addition to these, restrictions to access asylum, reliance on humanitarian rather than refugee status, non-protection sensitive border management practices, and the detention of asylum-seekers, including asylum-seeking children, are a few of the other constraints encountered in the region.

Despite improvements in Ukraine, limitations on freedom of movement and restrictions on access will continue to hamper the work of humanitarian organizations. ■

Financial information

The 2016 original budget approved by the Executive Committee in October 2015 was $516.9 million, with the current budget reaching $875.2 million by 30 June 2016, an increase of approximately $358.3 million, or 69 per cent. This is inclusive of the supplementary budget of $344.0 million, which was established to address unforeseen needs associated with the crisis in Europe and of internal transfers for cost-shared activities, for a total of $14.3 million.

The 2017 budget is $891.7 million, around $16.4 million, or 2 per cent, more than the 2016 current budget. At the subregional level, the 2017 proposed budget for Eastern Europe is $496 million, which is $77.8 million, or 19 per cent, more than the 2016 current budget. Eastern Europe is the subregion that has seen the largest budget increase since 2011, from $80.3
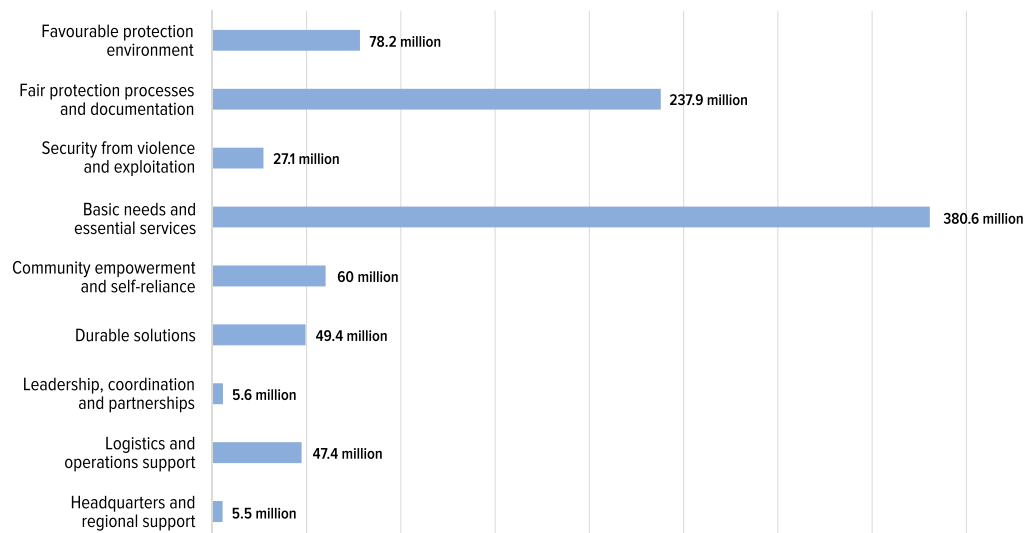
million to its current level, due to the impact of the Syria, Iraq and Ukraine situations. For South-Eastern Europe, the budget is $60.9 million. Taking into consideration the latest developments in the region and a reduction in the number of arrivals since March 2016, the estimated requirements for 2017 represent a decrease of $8 million, or nearly 12 per cent, compared to 2016. A progressive downsizing of UNHCR's engagement with the protracted refugee and IDP caseloads in the Western Balkans will continue.

The requirements for Northern, Western, Central and Southern Europe in 2017 total $334.8 million, of which 73 per cent ($245.9 million) is allocated to Greece. When compared to the 2016 current budget, the estimated requirements for the Northern, Western, Central and Southern Europe subregion for 2017 have been reduced by

14 per cent. In view of the scale and complexity of the influx, the UNHCR operation in Greece, previously under the purview of the Regional Office in Rome, started being managed independently.

As the situation remains difficult to predict, UNHCR has made efforts to keep requirements to a minimum in 2017, while taking into account the ongoing requirements of its operations in Greece. In 2017, the objectives with the highest budgetary allocations will be the provision of sufficient basic and domestic items ($250.4 million), the continued improvement of reception conditions ($175.6 million) and the establishment of adequate shelter and infrastructure ($56.2 million). A lack of funding would have a negative impact on these objectives which not only aim to provide assistance but are also part of integration efforts led by UNHCR and partners in affected countries.

Europe 2017 budget by rights group | USD millions

Rights group	USD millions
Favourable protection environment	78.2 million
Fair protection processes and documentation	237.9 million
Security from violence and exploitation	27.1 million
Basic needs and essential services	380.6 million
Community empowerment and self-reliance	60 million
Durable solutions	49.4 million
Leadership, coordination and partnerships	5.6 million
Logistics and operations support	47.4 million
Headquarters and regional support	5.5 million

BUDGETS FOR EUROPE | USD

Operation	2016 Current budget (as of 30 June 2016)	2017				
		Pillar 1 Refugee programme	Pillar 2 Stateless programme	Pillar 3 Reintegration projects	Pillar 4 IDP projects	Total
EASTERN EUROPE						
Belarus	2,358,913	1,298,975	42,265	0	0	1,341,240
Georgia Regional Office[1]	22,083,342	11,516,345	791,212	0	4,320,429	16,627,987
Russian Federation	5,524,867	5,227,423	556,359	0	0	5,783,781
Turkey	345,923,226	434,601,089	2,790	0	0	434,603,879
Ukraine Regional Office	42,340,424	6,757,353	664,641	0	30,231,018	37,653,012
Subtotal	**418,230,773**	**459,401,185**	**2,057,267**	**0**	**34,551,447**	**496,009,900**
SOUTH-EASTERN EUROPE						
Bosnia and Herzegovina Regional Office[2]	68,854,689	35,978,782	3,291,115	3,787,869	17,820,348	60,878,115
Subtotal	**68,854,689**	**35,978,782**	**3,291,115**	**3,787,869**	**17,820,348**	**60,878,115**
NORTHERN, WESTERN, CENTRAL AND SOUTHERN EUROPE						
Belgium Regional Office[3]	18,913,501	16,811,110	858,969	0	0	17,670,079
Greece	286,762,611	245,838,409	27,856	0	0	245,866,265
Hungary Regional Office[4]	19,989,143	16,373,410	562,645	772,510	0	17,708,565
Italy Regional Office[5]	18,217,228	20,043,039	215,021	0	0	20,258,060
Sweden Regional Office[6]	5,031,627	3,918,624	650,851	0	0	4,569,475
Regional activities	39,242,935	28,274,389	428,504	0	0	28,702,893
Subtotal	**388,157,044**	**331,258,980**	**2,743,846**	**772,510**	**0**	**334,775,337**
Total	**875,242,505**	**826,638,948**	**8,092,228**	**4,560,380**	**52,371,795**	**891,663,351**

[1] Armenia and Azerbaijan are reported under Georgia Regional Office as from 2016
[2] As from 2015, Albania, the former Yugoslav Republic of Macedonia, Serbia (including Kosovo (S/RES/1244 (1999)) and Montenegro are reported under the Bosnia and Herzegovina Regional Office
[3] Includes activities in Austria, France, Germany, Ireland, the Netherlands, the Liaison Office in Switzerland and the United Kingdom
[4] includes activities in Bulgaria, Croatia, the Czech Republic, Poland, Romania, Slovakia, Slovenia and as from 2016 also includes Moldova
[5] Includes activities in Albania, Cyprus, Malta and Spain
[6] Includes activities in Denmark, Estonia, Finland, Iceland, Latvia, Lithuania, and Norway

Budgets for Europe 2008-2017 | USD millions

- Supplementary programme budget
- Annual programme budget
- IDP projects
- Reintegration projects
- Stateless programme
- Refugee programme

*As of 30 June 2016
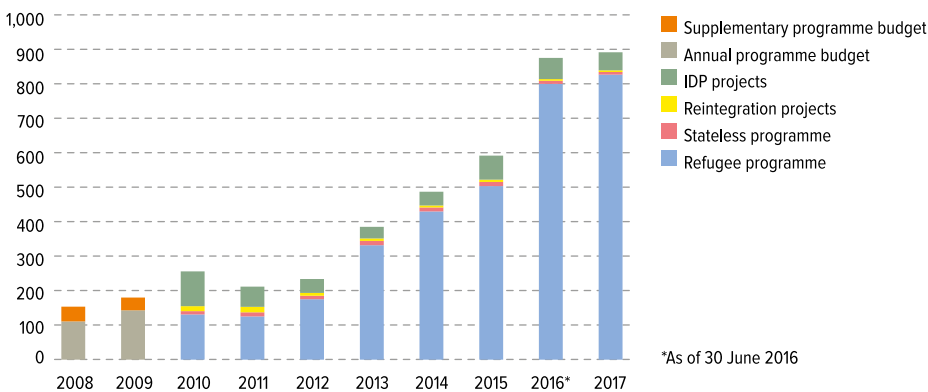
WORKING ENVIRONMENT

The situation in the Middle East and North Africa region remains complex and volatile, with multiple conflicts triggering massive levels of displacement. Safe, unimpeded and sustained humanitarian access remains challenging across the region, hampering the ability of UNHCR and its partners to deliver life-saving assistance, while political solutions to the conflicts remain elusive.

Syrians continued to be the largest refugee population under UNHCR's mandate. While countries neighbouring Syria remain at the forefront of the crisis, hosting a large majority of this population, their generosity has put increasing strain on national infrastructure, making it increasingly difficult for refugees to access basic services. Consequently, the number of Syrians seeking refuge beyond the Middle East and North Africa region has risen. Instability and displacement also continue in Iraq, Libya and Yemen.

Over the past year, refugees and asylum-seekers continued to travel within large-scale mixed movements, undertaking dangerous sea travel in order to reach Europe. The number of refugees and migrants using the Eastern Mediterranean route from Turkey to Greece decreased following the implementation of the EU-Turkey statement of 18 March 2016. The Central Mediterranean route from North Africa to Italy is now the main passage across the Mediterranean Sea to Europe, with 90 per cent of sea arrivals to Italy departing from Libya. These trends are in line with 2015. By October 2016, some 145,000 people had arrived in Italy by sea, the majority of them from sub-Saharan Africa and the Horn of Africa, along with small numbers of Syrians, Iraqis and Afghans.

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Middle East and North Africa

Syrian girls in Zaatari refugee camp, Jordan having an animated discussion during a meeting of TIGER (These Inspiring Girls Enjoy Reading).
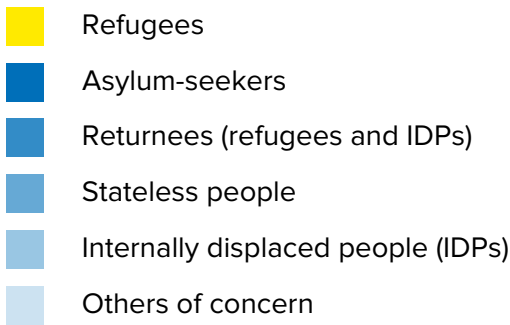
MAJOR OPERATIONS

Syria situation

The Syrian crisis has continued to take a severe toll on the Middle East and North Africa region, with 6.1 million IDPs and over 4.8 million refugees in the neighbouring countries of **Egypt**, **Iraq**, **Jordan**, **Lebanon** and **Turkey**. Intense fighting in northern Syria has displaced over 400,000 people since February 2016. The humanitarian situation in the city of Aleppo and its surroundings has severely deteriorated, with some 275,000 people in the eastern part of the city in need of assistance and facing restrictions on their movement. Water, shelter, food and health care remain the highest humanitarian priorities. Overall, safe, unimpeded and sustained humanitarian access in the country remains challenging, with an estimated 13.5 million people in need of humanitarian assistance, including 5.47 million in besieged and hard-to-reach areas.

Despite the generosity of host governments and communities, refugees in neighbouring countries continue to face difficulty in accessing services. Many have exhausted their savings and are sinking further into poverty. In Lebanon, 70 per cent of refugee hou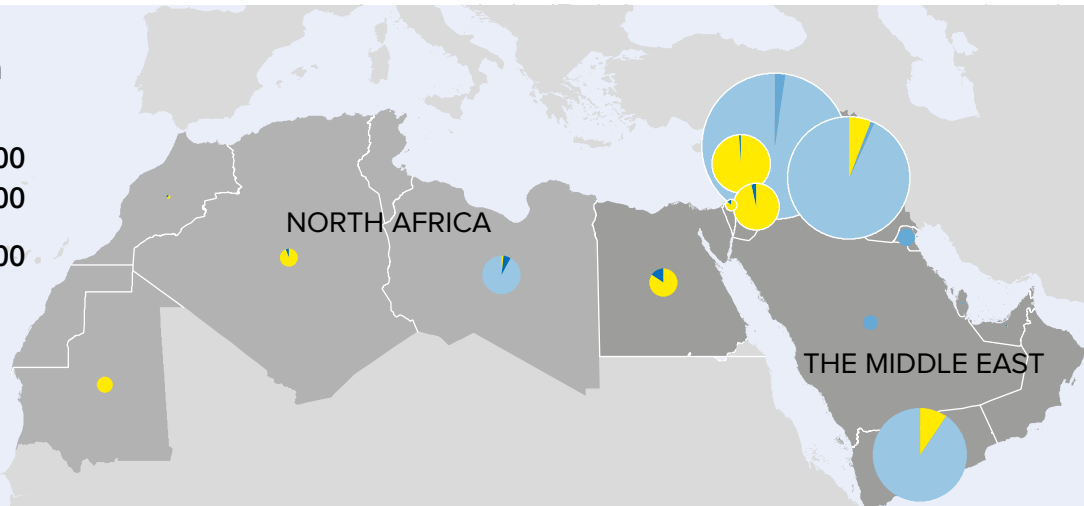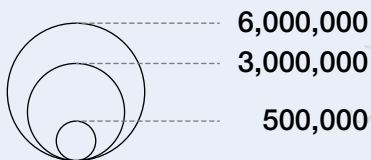seholds currently live below the poverty line, with more than 52 per cent living in extreme poverty. In Jordan, 90 per cent of the 513,000 registered Syrian refugees living in urban areas are below the national poverty line. Together with UNDP, UNHCR continues to lead the Regional Refugee and Resilience Plan (3RP), a coordinated response by more than 200 partners in support of the national response plans of the five main refugee-hosting countries (Egypt, Iraq, Jordan, Lebanon and Turkey).

Iraq situation

Since January 2014, the escalating violence in Iraq has led to the internal displacement of more than 3.3 million people. Humanitarian partners estimate that more than 10 million Iraqis currently require some form of humanitarian assistance. While **Turkey** continues to host more than half of the over 230,000 registered Iraqi refugees in the region, 2016 has seen hundreds of thousands of Iraqis take to the sea in an attempt to reach safety in **Europe**. Returns continue to be hampered by widespread destruction of infrastructure and the presence of mines and unexploded ordnance. Anticipating large-scale displacement from Mosul, UNHCR's emergency response will focus on the establishment of new camps, upgrading existing camps, and increasing the capacity for protection interventions.

Refugees

Asylum-seekers

Returnees (refugees and IDPs)

Stateless people

Internally displaced people (IDPs)

Others of concern

Population of concern as of January 2016

6,000,000

3,000,000

500,000

NORTH AFRICA

THE MIDDLE EAST

Yemen

An estimated 82 per cent of the 27 million people residing in Yemen are in need of humanitarian assistance, including 2.2 million IDPs and almost 950,000 IDP returnees. Around 3 million Yemenis are in need of immediate life-saving assistance. Moreover, Yemen continues to host nearly 280,000 registered refugees and asylum-seekers, mainly from Somalia. A cessation of hostilities in April 2016 allowed humanitarian actors to assist previously unreachable civilian populations by distributing CRIs and emergency shelter kits; however, overall insecurity and the resumption of hostilities continues to impede humanitarian delivery. UNHCR is working to support national authorities to provide life-saving protection and assistance to refugees, covering legal services, RSD, detention monitoring and resettlement activities.

Libya

The conflict in Libya continues to have severe consequences for people of concern to UNHCR, with some 350,000 IDPs, 300,000 returnees and an estimated 100,000 refugees and asylum-seekers in need of protection and humanitarian assistance. However, international staff for UNHCR's programmes in Libya are still based in Tunis since their evacuation from Libya in 2014. While access remains challenging, UNHCR will continue providing life-saving assistance to the most vulnerable refugees and asylum-seekers through partners and national staff in Benghazi and Tripoli. The Office also monitors the situation at the border, updating its contingency plan accordingly.

REGIONAL STRATEGY

Maintaining protection space

UNHCR's strategy in 2017 will focus on maintaining protection space for all refugees in host countries in the Middle East and North Africa, including by ensuring that refugees are protected against refoulement and that people of concern to UNHCR have access to basic services. To reduce the strain on countries hosting Syrian refugees, the Office will continue to coordinate and implement the 3RP alongside host governments and humanitarian partners, and will aim to expand the engagement of development actors in supporting host communities. UNHCR will continue conducting individual biometric registration for those in need of international protection while also investing in the capacity of refugees and communities as agents of community-based protection.

Supporting the development of national asylum systems

UNHCR will continue working with several countries in North Africa to establish national asylum laws and procedures, providing governments with technical advice on related legislative matters.

Strengthening refugee protection in mixed migration movements

UNHCR, in collaboration with partners, will continue promoting a comprehensive human rights-based approach to mixed migratory movements, centred on four objectives: preventing refoulement; improving access to territory and to asylum; empowering refugees to make informed decisions; and enhancing protection space, including the quality of stay arrangements and access to protection.

Emergency response

UNHCR will maintain up to date contingency plans to allow for swift and coordinated responses for new and deteriorating situations. In Libya's neighbouring countries, UNHCR will coordinate with host governments to ensure that people in need of international protection can reach safety, taking into consideration both protection and security concerns in a mixed migration environment. It is envisaged that emergency humanitarian support for Yemen will be maintained, alongside continuing support for emergency operations in Iraq and Syria.

Providing safety from violence and exploitation

UNHCR will continue implementing its strategies for the protection of children, and the prevention of and response to SGBV. Responding to the need for longer-term care arrangements and durable solutions for unaccompanied and separated children, addressing child labour, and improving children's access to safe learning environments is crucial, as is the achievement of active and equal participation of women in leadership and management structures, as well as equal access to livelihood opportunities. The Office will work with authorities to strengthen national protection mechanisms, including by reinforcing communication with communities and supporting those with specific needs.

Durable solutions

With resettlement needs continuing to rise globally in light of the increasing numbers of refugees and growing vulnerabilities, UNHCR will continue advocating for increased resettlement capacity, while at the same time advocating other pathways for admission, including humanitarian visas, community-based private sponsorships, labour mobility schemes and family reunification, including for extended family members.

Strengthening partnerships

UNHCR will work to further strengthen its partnerships with emerging civil society institutions and NGO networks, as well as with the Gulf Cooperation Council, the Organization of Islamic Cooperation, and the League of Arab States. Strategic partnerships will be strengthened with the private sector, local and regional media outlets, and academic institutions in the region to mobilize public support and inform public debates.

Preventing and ending statelessness

Interventions aimed at addressing statelessness, including through the implementation of the regional multi-sectoral strategy which is designed to support the "Global action plan to end statelessness" will continue receiving high priority. This will include working with governments to increase birth registration for refugees and IDPs, and providing guidance on nationality laws.

CONSTRAINTS

Across the Middle East and North Africa, volatile and insecure environments will be the operational norm. In several of them—including Libya, Syria, and Yemen—UNHCR faces difficulties in reaching and assisting displaced populations, as well as in maintaining the high level of funding required to respond to the region's needs. Staff and people of concern are living in increasingly insecure conditions. State asylum policies, in response to the context, are growing more and more restrictive, dominated by security concerns, leading more people to travel as part of mixed movements on risky and perilous journeys. ■

Financial information

The continued deterioration of the humanitarian situation in the region has led to a massive surge in humanitarian and protection needs. Reflecting this, UNHCR's budget in 2016 for the Middle East and North Africa region reached $2.1 billion, three times what it was five years ago. The proposed budget for 2017 stands at $2.17 billion, a net increase of $74.6 million, or approximately 4 per cent, when compared to the 2016 current budget. Approximately 88 per cent of the total increase in 2017 is in the Middle East subregion, reflecting an increase of some $65.5 million, or 3 per cent, as compared to the 2016 current budget. In the North Africa subregion, there is an overall increase of approximately $9 million, or 5 per cent, for 2017 when compared to the 2016 current budget.
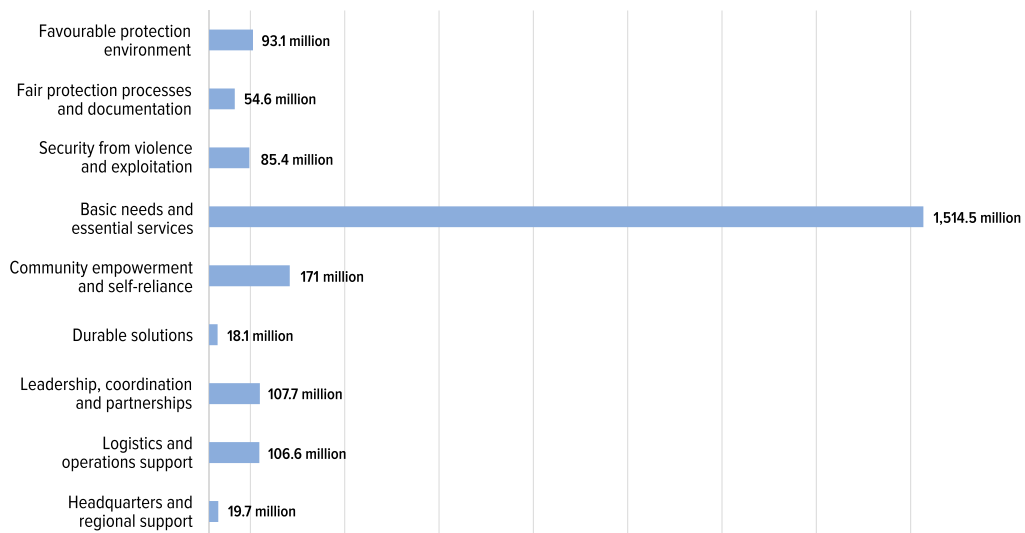
With the majority of funding reserved for emergency situations, funding gaps will continue having a significant impact on lesser-known crises. Programmes for the Sahrawi refugees, for example, in the camps near Tindouf, Algeria face persistent funding shortfalls. In Egypt there are more than 60,000 urban refugees also severely affected by chronic funding shortfalls and massive inflation that erodes the value of UNHCR's cash assistance programmes. A similar trend has developed in Mbera Camp in Mauritania where some 50,000 Malian refugees have remained since 2012, and where funding gaps have led to shortages in the shelter, water and education sectors.

Shortfalls remain even in the most publicized emergencies in the region, despite them receiving most of the region's funding. The unmet needs under cash assistance were calculated at 68 per cent and 82 per cent for the Syrian and non-Syrian populations, respectively. In real terms, 7,000 non-Syrian families in Jordan were identified as vulnerable and eligible for assistance, however, only 2,400 families were provided with it. In Iraq, only 10 per cent of vulnerable families were able to receive one-time cash assistance, and 63 per cent of assessed needs in the shelter sector are unmet. In Lebanon, health care assistance is prioritized to meet primary health care needs, with secondary health care reserved for those in need of emergency life-saving care only. This means that many thousands of refugees in need of longer-term care simply do not receive it. Income support is reserved for only the extremely vulnerable. The rising number of IDPs in Syria is amplifying the gap between identified needs and available assistance.

Middle East and North Africa 2017 budget by rights group | USD millions

Rights group	USD millions
Favourable protection environment	93.1 million
Fair protection processes and documentation	54.6 million
Security from violence and exploitation	85.4 million
Basic needs and essential services	1,514.5 million
Community empowerment and self-reliance	171 million
Durable solutions	18.1 million
Leadership, coordination and partnerships	107.7 million
Logistics and operations support	106.6 million
Headquarters and regional support	19.7 million

BUDGETS FOR THE MIDDLE EAST AND NORTH AFRICA | USD

Operation	2016 Current budget (as of 30 June 2016)	2017				
		Pillar 1 Refugee programme	Pillar 2 Stateless programme	Pillar 3 Reintegration projects	Pillar 4 IDP projects	Total
MIDDLE EAST						
Iraq	562,945,954	137,531,146	623,739	0	418,938,876	557,093,761
Israel	3,079,904	3,669,782	0	0	0	3,669,782
Jordan	318,803,538	321,355,004	0	0	0	321,355,004
Lebanon	463,421,995	534,122,072	606,298	0	0	534,728,370
Saudi Arabia Regional Office[1]	4,486,936	4,958,487	175,288	0	0	5,133,775
Syrian Regional Refugee Coordination Office	55,281,275	18,124,373	0	0	30,079,617	48,203,990
Syrian Arab Republic	353,462,237	48,799,999	211,000	0	303,989,069	353,000,068
United Arab Emirates	2,761,923	3,618,979	0	0	0	3,618,979
Yemen	124,063,058	49,245,685	0	0	50,323,542	99,569,228
Regional activities	33,018,892	60,500,000	0	0	0	60,500,000
Subtotal	**1,921,325,712**	**1,181,925,528**	**1,616,325**	**0**	**803,331,105**	**1,986,872,958**
NORTH AFRICA						
Algeria	28,964,766	35,784,755	0	0	0	35,784,755
Egypt Regional Office	83,187,895	79,251,293	0	0	0	79,251,293
Libya	21,765,039	24,552,689	0	0	2,958,777	27,511,466
Mauritania	19,432,361	19,090,331	0	0	0	19,090,331
Morocco	5,880,726	6,034,300	0	0	0	6,034,300
Tunisia	5,900,784	5,498,915	0	0	0	5,498,915
Western Sahara: Confidence Building Measures	7,519,239	7,701,761	0	0	0	7,701,761
Regional activities	2,201,095	3,000,000	0	0	0	3,000,000
Subtotal	**174,851,905**	**180,914,044**	**0**	**0**	**2,958,777**	**183,872,821**
Total	**2,096,177,616**	**1,362,839,573**	**1,616,325**	**0**	**806,289,882**	**2,170,745,779**

[1] Includes activities in Kuwait

Budgets for the Middle East and North Africa 2008-2017 | USD millions

Legend:
- Supplementary programme budget
- Annual programme budget
- IDP projects
- Reintegration projects
- Stateless programme
- Refugee programme

*As of 30 June 2016

Operational support and management

Emergency aid supplies for South Sudanese refugees arrive in Uganda.

© UNHCR/Jiro Ose
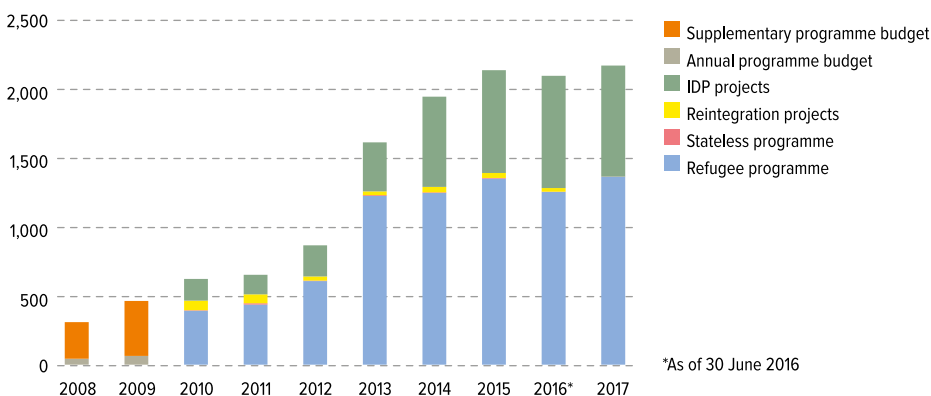
UNHCR's Headquarters staff, located in Geneva, Budapest, Copenhagen and other regional capitals, work to ensure that the Office carries out its mandate in an effective, coherent and transparent manner.

Throughout 2017, Headquarters' divisions and bureaux will continue to provide leadership and support for field operations, including through their responsibilities for the following key functions:

- Developing doctrine and policy
- Articulating strategic directions
- Directing and supporting fundraising and resource mobilization
- Prioritizing and allocating resources
- Servicing the Executive Committee and other governance bodies, allowing them to assume their oversight functions
- Ensuring financial control in accordance with United Nations and UNHCR rules and regulations
- Directing organizational development and management
- Monitoring, measuring and reporting (including results-based management)
- Oversight (inspection, evaluation, investigation and audit)
- Coordinating and directing communications and external relations
- Supporting inter-agency relations and strategic partnerships
- Ensuring organization-wide emergency, security and supply management.

In addition to its country and regional operations, UNHCR undertakes a range of projects and activities of a global nature. These global programmes are designed to be implemented at the field level, but are budgeted for and managed at Headquarters.

The 2017 proposed budget for global programmes amounts to $425.1 million, reflecting a net increase of $14 million, or 3 per cent, above the current 2016 requirements. The increase is mainly due to augmented investments in education-related projects globally, including the promotion of higher education, and in the Private Sector Partnerships Service to expand the funding target in 2017.

The proposed headquarters budget remains stable from 2016 to 2017 at $229.1 million, with the programme support and management and administration components accounting for approximately 35 per cent and 65 per cent of the total proposed budget respectively. The category of programme support is comprised of costs required to develop, formulate and evaluate programmes. This includes functional headquarters units which provide technical and administrative support to field operations. Requirements for 2017 reflect a modest increase of $2.3 million, or 3 per cent, compared with the 2016 current budget.

The category of management and administration is comprised of costs required to maintain the direction and leadership of the organization. This includes functional units for executive direction, organizational policy and evaluation, external relations, information technology and administration. The 2017 proposed budget for this category is expected to decrease by $2.2 million, or 1 per cent, compared to the 2016 current budget.

Tables and charts showing budgets, expenditures and voluntary contributions in 2017 for Global Programmes and Headquarters are presented on the following pages. A more detailed description of Headquarters functions and activities can be found on the *Global Focus* website at http://reporting.unhcr.org/resources. ■

BUDGETS FOR GLOBAL PROGRAMMES | USD

Activities	2016 Current Budget (as of 30 June 2016)	2017
OPERATIONAL ACTIVITIES		
Cash-based incentives	309,433	449,688
Durable solutions	2,759,065	2,933,065
Education-related projects	6,161,041	22,056,029
Emergency-related projects	38,030,327	37,261,658
Environment-related projects	435,206	598,500
Global clusters	2,746,882	3,413,180
Health-related projects	4,050,855	3,928,855
Innovation projects	4,536,164	7,089,630
Private sector fundraising[1]	99,609,536	111,200,000
Protection-related projects	3,471,605	5,662,350
Public information and media projects	6,371,891	7,495,563
Refugee women, children and adolescents	6,540,805	4,424,320
Registration, data and knowledge management	4,881,748	5,908,769
Research, evaluation and documentation	340,386	340,386
Resettlement	23,803,486	22,742,000
Shelter-related projects	6,650,000	480,000
Training-related projects	1,131,785	896,000
Miscellaneous	7,542,467	780,890
Subtotal	**219,372,681**	**237,660,883**

Activities	2016 Current Budget (as of 30 June 2016)	2017
PROGRAMME SUPPORT ACTIVITIES		
Executive Direction and Management		
Innovation project	1,488,659	1,114,773
Inspector General's Office field activities	1,450,245	1,937,208
Legal Affairs Service field activities	343,881	447,490
Division of External Relations		
Specialized sections and services	8,606,833	9,958,033
Private sector fundraising – investment funds and activities	11,219,878	13,402,146
Division of International Protection		
Specialized sections and services	29,463,713	20,182,857
Division of Information Systems and Telecommunications		
IT and telecommunications – field support	35,380,090	39,803,994
Division of Programme Support and Management		
Global Clusters – field support	67,750	50,000
Technical support to the field	10,805,722	11,585,058
Division of Emergency, Security and Supply		
Emergency Capacity Management Section	6,950,494	6,981,185
Field Safety Section – field security support	12,197,149	12,265,767
Supply management – field strengthening and support	20,999,648	17,214,454
Division of Human Resources Management		
Global staff accomodation	1,005,550	1,378,716
Special staff costs (including voluntary separation)	18,409,209	16,805,515
Training of UNHCR staff	8,864,985	9,781,749
Division of Financial and Administrative Management		
Specialized sections and services	5,392,950	5,195,328
Budapest Global Service Centre		
Division of Emergency, Security and Supply	1,974,121	1,731,086
Copenhagen Global Service Centre		
Division of Information Systems and Telecommunications	356,902	588,608
Division of Programme Support and Management	9,137,866	8,166,892
Private Sector Partnerships	8,020,887	8,930,442
Subtotal	**191,756,950**	**187,456,165**
Total	**411,129,632**	**425,117,048**

[1] Includes activities and office in Copenhagen

Budgets for Global Programmes 2008-2017 | USD millions

Legend:
- ■ Supplementary programme budget
- ■ Annual programme budget
- ■ Refugee programme
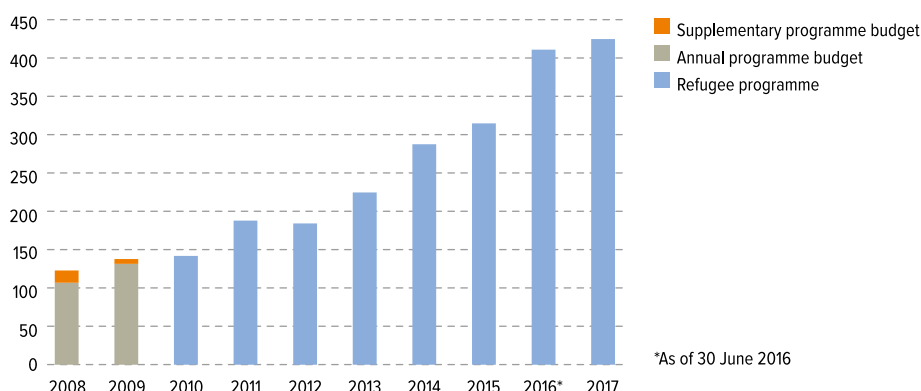
*As of 30 June 2016

BUDGETS FOR HEADQUARTERS | USD

Divisions / Departments[1]	2016 Current Budget (as of 30 June 2016)	2017
EXECUTIVE DIRECTION AND MANAGEMENT		
Executive Office	4,216,500	5,134,141
UNHCR Liaison Office in New York	5,200,046	4,818,395
Inspector General's Office	5,671,585	5,324,153
Legal Affairs Service	3,803,730	4,105,396
Office of the Ombudsman	581,412	566,891
Ethics Office	1,250,473	1,308,793
Enterprise Risk Management	524,337	523,310
Policy Development and Evaluation Service	2,628,996	3,243,439
Organizational Development and Management Service	1,170,437	1,165,264
Subtotal	**25,047,518**	**26,189,781**
DIVISION OF EXTERNAL RELATIONS		
Office of the Director	3,557,472	3,116,219
Specialized sections and services	22,302,899	23,687,363
Subtotal	**25,860,371**	**26,803,583**
DIVISION OF INTERNATIONAL PROTECTION		
Office of the Director	1,559,799	3,788,253
Specialized sections and services	15,771,232	17,819,322
Subtotal	**17,331,032**	**21,607,575**

Divisions / Departments[1]	2016 Current Budget (as of 30 June 2016)	2017
DEPARTMENT OF OPERATIONS		
Division of Programme Support and Management		
Office of the Director	2,534,933	2,273,581
Specialized sections and services	4,526,870	4,435,910
Subtotal	**7,061,803**	**6,709,491**
Division of Emergency, Security and Supply		
Office of the Director	1,484,612	1,806,926
Subtotal	**1,484,612**	**1,806,926**
Regional Bureaux at Headquarters		
Bureau for Africa	10,926,026	10,497,853
Bureau for the Middle East and North Africa	7,959,417	8,667,714
Bureau for Asia and the Pacific	5,030,846	5,023,748
Bureau for Europe (includes office in Brussels)	10,203,554	10,501,640
Bureau for the Americas	3,046,730	3,032,993
Subtotal	**37,166,573**	**37,723,948**
Subtotal Department of Operations	45,712,988	46,240,366
DIVISION OF INFORMATION SYSTEMS AND TELECOMMUNICATIONS		
Office of the Director[2]	16,699,936	18,581,977
Specialized sections and services	2,306,000	2,116,000
Subtotal	**19,005,936**	**20,697,977**
DIVISION OF HUMAN RESOURCES MANAGEMENT		
Office of the Director	3,812,639	2,935,910
Specialized sections and services	12,108,492	11,546,883
Subtotal	**15,921,131**	**14,482,794**
DIVISION OF FINANCIAL AND ADMINISTRATIVE MANAGEMENT		
Office of the Director	11,571,991	6,799,236
Specialized sections and services	28,451,669	27,806,176
Subtotal	**40,023,660**	**34,605,412**

Divisions / Departments[1]	2016 Current Budget (as of 30 June 2016)	2017
GLOBAL SERVICE CENTRE (BUDAPEST)		
Management Unit	3,890,535	3,616,667
Specialized sections and services	30,842,274	29,609,833
Subtotal	**34,732,808**	**33,226,500**
GLOBAL SERVICE CENTRE (COPENHAGEN)		
Management Unit	4,486,276	4,610,998
Subtotal	**4,486,276**	**4,610,998**
Staff Council	888,601	707,944
Total	**229,010,321**	**229,172,929**

[1] The Annual Programme Budget includes allocations from the UN Regular Budget as follows: $41.0 million for 2016, and $41.2 million in 2017. All values are provisional, subject to approval of final United Nations Programme Budget and subsequent recosting
[2] Includes fixed costs for Information and Communications Technology (ICT)

Budgets for Headquarters 2008-2017 | USD millions

Legend:
- Supplementary programme budget
- Annual programme budget
- Refugee programme

*As of 30 June 2016
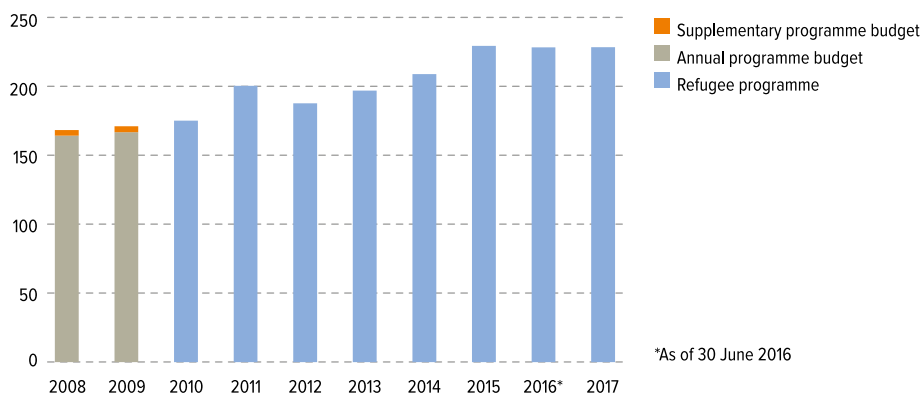
A young South Sudanese refugee waves tentatively after reaching safety in neighbouring Uganda.

© UNHCR/Massoumeh Farman-Farmaian

SAFEGUARDING FUNDAMENTAL HUMAN RIGHTS

The challenges of current refugee and mixed movements are too onerous and complex for individual countries to address alone. International cooperation based on international law, principles of solidarity, fair sharing of responsibility and collective State efforts, is essential in order to address today's challenges in sustainable ways.

Compliance with international refugee law represents a form of responsibility-sharing, through which States honour their commitments to each other, as expressed in the 1951 Convention and other refugee law instruments. Widely respected by States Parties, the ongoing validity and adaptability of the Convention has repeatedly been recognized through its interpretation and application but also by States' departures from them and failure to afford access to protection and rights.

In 2017, UNHCR will continue to promote a favourable protection environment for refugees, asylum-seekers, the internally displaced and stateless people. It will also advocate the implementation of relevant regional and international instruments in practice. This chapter outlines the Office's ongoing efforts to uphold the institution of asylum and encourage fair and efficient State-led asylum systems that ensure access to protection for people of concern. This chapter also contains an overview of UNHCR's work to end statelessness, and to protect and assist IDPs.

In this chapter:
- Strengthening national systems
- Understanding the needs of people of concern
- Ending statelessness
- Engaging in situations of internal displacement

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STRENGTHENING NATIONAL SYSTEMS

UNHCR believes that people who are forcibly displaced, stateless or at risk of statelessness are best protected and assisted through effective national systems, involving all levels of government, civil society and the private sector. Despite the introduction of restrictive laws, policies and practices by some States, the international community has recently adopted a range of instruments which provide a basis to strengthen national systems for protection and solutions. These instruments include the 2030 Agenda for Sustainable Development, the New York Declaration for Refugees and Migrants, and the related Comprehensive Refugee Response Framework (CRRF). There has also been a call for UNHCR, together with other partners, to strengthen support to States in protecting people of concern and finding solutions to forced displacement.

UNHCR provides capacity building and other support aimed at transferring technical protection skills to State institutions, including on refugee status determination (RSD), refugee and statelessness law and policy, and humanitarian emergency response. The Office also advocates the inclusion of people of concern in national and regional laws, policies, administrative practices and services. Similarly, UNHCR has provided protection expertise to development partners to support the inclusion of refugees in national development programmes.

While a positive step forward, the adoption of inclusive national health, education and development policies on their own may not be enough. Only 50 per cent of refugee children have access to primary education, compared to a global level of more than 90 per cent. Globally, 84 per cent of non-refugee adolescents attend lower secondary school, but only 22 per cent of refugee adolescents have that same opportunity, and at the higher education level, just one per cent of refugees attend university against a global average of 34 per cent. For instance, although refugees are formally granted access to national education systems in 17 out of the 25 UNHCR education programming priority countries, many refugee children remain unable to access education in practice because the broader protection and material support required for families to be able to send their children to school is insufficient.

Accordingly, since 2016, UNHCR has strengthened and expanded its support to

governments and development partners to incorporate refugee protection and service delivery considerations into governance and administrative mechanisms. To complement these efforts, the Office will also provide targeted support to increase access to justice and security programming by people of concern. Political will and predictable funding, together with UNHCR support, will be key to ensuring consistency across different displacement contexts.

Similarly, in 2017, UNHCR's collaboration with national authorities interested in taking on a larger role in RSD will aim to ensure that the responsibility for RSD lies with state institutions that are structured, capacitated and supported to deliver quality RSD decisions in a sustainable manner. Where State authorities have full responsibility for RSD, UNHCR will continue to provide technical advice and support, including by strengthening capacity and by supporting the establishment of sustainable state-owned quality assurance mechanisms.

Lastly, with protection and solutions for people of concern increasingly grounded in relevant national systems and international development programming, UNHCR will seek new ways to exercise its supervisory responsibilities, including ensuring appropriate interpretation and application of international and regional protection standards. ∎

Anticipated areas of intervention in 2017	Key achievements targeted in 2017
Favourable protection environment	
Law and policy developed or strengthened	
Advocate for and enhance the protection and security of people of concern	■ Guidance will be provided on maintaining the civilian and humanitarian character of asylum; the ICRC and States will be engaged.
Advocate for law and policy to protect and respect the rights of people of concern	■ Strategic litigation will be supported and encouraged to ensure that the rights of refugees and other people of concern to UNHCR are protected and respected. ■ Engagement with and input provided to UN human rights mechanisms will continue to be strengthened, including the Universal Periodic Review, the Special Procedures and treaty monitoring mechanisms. ■ Technical advice will be provided to field operations on law and policy issues. ■ States and UNHCR operations will be supported on the issuance of Convention Travel Documents and on the protection of personal data of people of concern. ■ Technical advice and assistance will be provided to States to enact new or revised legislation and policies incorporating improved protection standards.
Advocate the adoption or revision of laws consistent with international standards	■ Strategic engagement in judicial proceedings as *amicus curiae* will continue to advance the development and consistent interpretation and/or application of international standards.
Develop, publish and disseminate guidance on international refugee protection	■ Legal guidance will be prepared on topical issues related to international protection, including eligibility for international protection, the principle of non-refoulement, the principle of non-penalization for irregular entry and presence, fair and efficient asylum procedures, due process guarantees, and the rights of asylum-seekers and refugees, including the right to family life and unity.
Work towards ending the detention of asylum-seeking and stateless children, improving conditions and promoting alternatives to detention	■ Implementation of the global strategy "Beyond detention 2014-2019" will be supported in focus countries and other operations. ■ 2 blended learning programmes will be developed on: monitoring immigration detention; and reception, care arrangements and alternatives to detention for children and families. ■ Briefing and research papers on relevant related topics will be prepared.

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Anticipated areas of intervention in 2017	Key achievements targeted in 2017
Fair protection processes and documentation	
Access to and quality of status determination procedures improved	
Further develop and oversee the implementation of policies, guidance, standards and procedures relating to RSD	■ Ongoing and timely operational, legal and procedural advice on RSD procedures and decision-making will be provided to regular and emergency operations, including large-scale mandate operations, operations involved in transferring RSD responsibilities to governments, and operations focused on building or strengthening national asylum procedures (including through quality assurance initiatives). ■ Further guidance will be developed on the strategic use of mandate RSD as part of holistic protection and solution strategies, and on the development and use of efficient processing strategies for specific populations of concern. ■ UNHCR's "Procedural standards for refugee status determination under UNHCR's mandate" will be revised and updated. ■ Guidance to UNHCR staff and state decisions-makers on examining and assessing the credibility of RSD applications will continue to be developed. ■ Clear guidance will be provided to governments, staff and other stakeholders involved in asylum/RSD procedures on how to apply the exclusion criteria in the 1951 Convention, leading to fairer and more consistent RSD for asylum-seekers; UNHCR will also continue to develop updated guidelines on exclusion from international protection based on Article 1F of the 1951 Convention. ■ Protection support missions will be conducted to critical RSD operations.
Strengthen the capacity of UNHCR RSD staff and operations, including through deployments	■ RSD-specific training will be developed and delivered, including up to 4 sessions of the RSD learning programme, benefitting up to 140 UNHCR RSD staff. ■ Interviewing training will be provided for UNHCR staff involved in RSD and other protection-related activities, including through the roll-out of e-learning materials and sessions of the newly-developed interviewing learning programme. ■ Training on country of origin information (COI) will be provided to UNHCR staff, including through the roll-out of a COI e-learning course. ■ Support will be provided to mandate RSD operations through the deployment of RSD experts. ■ An online induction training module for new RSD eligibility officers will be developed. ■ Guidance on self-care for staff working in case processing will be developed to promote staff welfare.
Provide access for decision-makers on asylum claims to up-to-date country of origin information and country-specific policy guidance	■ Eligibility guidelines and other country-specific guidance on major countries of origin will be published. ■ COI reports on specific countries of origin will be commissioned from independent organizations with expertise in COI research. ■ Refworld will be maintained to ensure that governments, UNHCR staff and other stakeholders in asylum/RSD procedures will continue to benefit from access to up-to-date COI from a broad range of reliable sources.

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Anticipated areas of intervention in 2017	Key achievements targeted in 2017
Basic needs and essential services	
Services for people with specific needs strengthened	
Strengthen capacity to address specific protection needs of lesbian, gay, bisexual, transgender and intersex (LGBTI) people of concern	■ A training of trainers programme on LGBTI protection will be launched globally. ■ Good practices and practical guidance will be collated and disseminated to country operations.
Strengthen capacity to address specific protection needs of people with disabilities	■ Partnerships will be strengthened with local/national organizations of people with disabilities. ■ E-learning on protection of people with disabilities will be rolled-out globally. ■ Practical guidance will be produced to support the inclusion of people with disabilities in all areas of programming.
Improve access to quality education	
Provide technical support to operations for inclusion of refugees within national education systems and programmes	■ A framework will be developed for the inclusion of refugees in national/local education services and systems, and operational guidance will be provided within specific contexts. ■ Technical support will be provided to at least 20 countries, with additional targeted support to specific countries, to strengthen the inclusion of refugees in national education systems.
Operations increase enrolment and retention of out-of-school children and youth in primary and post-primary education	■ Targeted technical support will be provided to 12 countries under the Educate A Child programme to enrol 140,000 out-of-school refugee children in primary school.
Expand and promote the use of innovation in education	■ Targeted technical support will be provided to at least 10 countries to enhance access to formal secondary education, accelerated education and non-formal education programmes.
Enhance access to tertiary education	■ Scholarships will be provided to more than 4,000 refugees through the annual Albert Einstein German Academic Refugee Initiative (DAFI) tertiary scholarship and other UNHCR/partner scholarship programmes. ■ A consortium of partners on connected learning, led by UNHCR, will support access to certified higher education programmes for more than 2,000 refugee learners.

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UNDERSTANDING THE NEEDS OF PEOPLE OF CONCERN

"How can we work and progress together if we are invisible?
How can we work with refugee youth if we do not see them?
How can we plan for refugee youth if we do not know their needs?
How much should we invest, if we're not sure how many they are?"

- Young refugees participating in the Global Refugee Youth Consultation in Geneva, June 2016

UNHCR's operational engagement, supervisory role and advocacy work is underpinned by a thorough understanding of the people that it works with and for, the reasons for their displacement, and the contexts in which they live. Meaningful community participation enables evidence-based decision-making and programming, and is accordingly central to a range of UNHCR's processes, including: to understand population movements; analyse protection risks; provide individual protection case management; ensure accountability to affected populations; implement participatory approaches; and strengthen community-based protection.

In addition, UNHCR continues to improve its information and data management systems to support protection analysis, longer-term protection and solutions planning, and priority-setting by the Office, governments and partners.

Protection Information Management (see *Glossary*) is a collaborative effort on which UNHCR is working with other humanitarian and development actors, as well as academic institutions.

UNHCR is also changing the way it works with young people to better leverage their innovative ideas and knowledge of their communities in order to improve programme effectiveness. Drawing upon its commitment to the "Core actions for refugee youth", developed through the Global Refugee Youth Consultations, and the World Humanitarian Summit's "Compact for young people in humanitarian action", the Office is seeking to strengthen the collection and use of dedicated and disaggregated data on forcibly displaced and stateless youth. This will improve the relevance and specificity of youth programming, ensure humanitarian responses and the search for solutions are more responsive to young people's needs, and assist UNHCR,

governments and partners to prioritize adequate resources. The Office is also increasing opportunities for genuine participation by young people of concern throughout UNHCR's programme, including as researchers and data collectors, and will take steps to ensure that youth are meaningfully involved. ■

Backbone of informed decision-making

UNHCR has a fundamental responsibility of informing of the circumstances of refugees and other people of concern with transparency. Data and evidence is essential for UNHCR in managing protection and solutions work, but ever more importantly it empowers refugees and other people of concern to make informed decisions to manage their own future. UNHCR must be knowledgeable, informed and capable in the coordination and delivery of information to ensure individuals and communities have the information needed to enhance their own protection and meet their own needs.

To do this in a changing world, UNHCR will elevate the importance of gathering, managing, analysing and sharing data as a key means of delivering protection and solutions for its people of concern. The organization will enhance its capacity for statistical analysis and robust data collection, including better alignment with Sustainable Development Goal indicators. In addition, an expert group, working with national statistical offices, will develop guidelines for refugee statistics and investigate options for a similar set of international guidelines on internally displaced figures.

Anticipated areas of intervention in 2017	Key achievements targeted in 2017
Community empowerment and self-reliance	
Community mobilization strengthened and expanded	
Strengthen capacity to design, implement, monitor and evaluate protection and assistance programmes, in close collaboration with people of concern	■ A learning initiative on community-based protection will be implemented in at least 1 region.
Strengthen UNHCR's participatory approach and mechanism for accountability to affected population	■ An accountability framework will be rolled-out to country operations; practical guidance and support will be provided to country operations. ■ Learning modules on accountability to affected populations in programming for protection will be made available to multi-functional teams.

Registration and identity management

Registration and identity management are critical to ensuring the profiles and protection needs of people of concern are well understood and secured. UNHCR has established and refined its identity management processes and tools over decades, such as registration interviews and individual documentation. It is now working to create a global, integrated identity management system, relying both on updated technology and strengthened field support and guidance. Guidance will also shortly be issued on planning and implementing effective, large-scale registration exercises. Benefits will include harmonized systems for the collection of registration data, simplification of case management tracking, timelier identification of specific vulnerabilities and needs, as well as stronger processes for issuing refugee documentation and securing legal identity.

UNHCR is also prioritizing efforts to enhance the quality of its registration data, in order to better inform protection and programming activities and to reduce fraud at all stages of case management processing. To further enhance the integrity and efficiency of registration and identity management systems, the new refugee registration and case management system, proGres in Partnership, will be deployed to 10 more operations in 2017. proGres is a centralized web-based application that enables UNHCR to gather, maintain, access and analyse information about each and every refugee and their case, from initial contact through to durable solutions. With this tool, UNHCR will be able to manage the full range of essential protection and assistance processes within a unified system, collaborate more effectively internally and with partners, as well as capture data more effectively to improve its delivery of services to people of concern.

UNHCR will also continue to roll out its global Biometric Identity Management System (BIMS), a powerful tool for capturing, storing and retrieving biometric information to protect and preserve the identities of people of concern. BIMS is operational even in remote locations. It enhances registration data and reduces fraud by recording one global unique identity for each individual and preserving it, promoting data integrity in registration and other case management and assistance processes. It also enables UNHCR to maintain contact with people affected by protracted or repeated displacement.

In 2017, the organization will continue to strengthen its registration capacity through comprehensive global and regional training to build up expertise needed in unstable, protracted and emergency situations. The Office will notably expand its stand-by roster for rapid deployment to emergencies, and build the capacity of 20 existing staff members in country operations to strengthen registration expertise and knowledge. ■

Anticipated areas of intervention in 2017	Key achievements targeted in 2017
Favourable protection environment	
Quality of registration and profiling improved or maintained	
Improve registration and case management software	■ Registration and case management software, proGres in Partnership, will be deployed to an additional 10 countries, including one large mandate operation.
Improve identity management	■ BIMS will be deployed in 15 countries. ■ Identity management practices will be strengthened globally through guidance on establishing identity prior to biometric enrolment, the identification and recording of individual refugee protection needs, and the sharing of personal data with partners and third parties.
Use profiling and survey methods to provide population data management in IDP situations	■ Guidance on IDP population data management. ■ Operations will receive field support to establish population data management systems.
Conduct profiling and surveys of refugee households	■ Integrated household surveys for refugees are conducted in 2 operations. ■ Method and tools for integrated household surveys finalized and shared with community.
Provide support to registration activities in the field	■ Country operations will continue to receive guidance and support for registration activities, including the delivery of registration equipment and supplies. ■ 5 operations will receive on-the-ground capacity-building, including technical support, training and development of registration strategies. ■ 2 trainings on emergency registration will be organized to strengthen existing registration and protection capacity in country operations, and identify staff who can be deployed to provide registration support as part of the stand-by emergency roster. ■ 1 regional training session on continuous registration will be conducted in the Asia region to build registration capacity in the context of mandate UNHCR activities. ■ UNHCR's registration standards and core modules of a comprehensive registration handbook will be released. ■ A toolkit for planning, implementing and reporting on verification exercises will be provided to strengthen the quality of registration data and improve the integrity, accountability and transparency of registration processes globally.

Promoting gender equality

UNHCR has been actively promoting the equal rights of women, men, girls and boys of concern for several decades. Over time, strategies have evolved and merged into the current integrated approach embodied in the organization's 2011 "Age, gender and diversity (AGD) policy" and its 2001 "Commitments to Refugee Women". Through its AGD approach, UNHCR strives to ensure that all people of concern enjoy their rights on an equal footing and are able to participate fully in the decisions that affect their lives.

Operationally, UNHCR has made progress in increasing the equitable participation of women in decision-making by establishing elections such as refugee committees, raising awareness among communities on women's rights, and conducting leadership training for women and adolescent girls. The organization has also strengthened its engagement with men and boys to prevent and respond to SGBV, and advocated the participation of forcibly-displaced women in peace and security processes. The Office strives to ensure that all policies, guidance and

communications incorporate gender equality, and UNHCR takes an active role at the inter-agency level through the IASC Gender Reference Group and the GenCap Project's Steering Committee.

In 2015, a stocktaking exercise was launched to assess the degree to which the organization's protection and assistance work promotes gender equality. As a starting point, an internal gender equality review of operational practices was carried out in over 70 operations. The review assessed gender equality implementation, established an evidence base to guide future work in this area, and is informing the process of updating UNHCR's "Commitments to refugee women".

Priorities for 2017 include updating these commitments; increasing staff and partner capacity through training, guidance and tools; and documenting good practices. More generally, UNHCR continues to increase its internal expertise in order to promote self-reliance, dignity and empowerment for women and girls, including by providing technical gender expertise to field. The Office is also strengthening existing — and actively seeking new — partnerships, including with grassroots civil society organizations working towards gender equality.

These and similar innovative initiatives are documented in UNHCR's annual AGD accountability report (more information can be found at http://www.unhcr.org/5769092c7.pdf.) ∎

Anticipated areas of intervention in 2017	Key achievements targeted in 2017
Community empowerment and self-reliance	
Gender equality knowledge, support and capacity strengthened	
Develop and implement gender equality policy	■ Updated UNHCR "Commitments to women and girls" will be finalized and launched.
Develop and implement gender equality guidance and good practices	■ UNHCR's "Handbook for the protection of women and girls" will be updated, revised and distributed to UNHCR staff and partners. ■ Good practices on gender equality programming by UNHCR and partners will be documented and distributed. ■ The annual "Age, Gender and Diversity Accountability Report" will be researched, drafted and distributed.
Provide gender equality capacity building to UNHCR staff	■ A "gender equality facilitator system" will be established, including the development and piloting of a blended learning course with 60 UNHCR staff from 3 regions. ■ A gender equality e-learning course will be launched with a minimum target of 500 staff and partners reached annually.
Provide gender equality technical expertise	■ Operations will be supported with technical expertise and ongoing mentoring.

"I can attend school but they **won't issue me** with **a certificate** when my studies end because **I'm stateless**."

— Edwin, 16 in Malaysia

© UNHCR/Roger Arnold

ENDING STATELESSNESS

November 2016 marks the second anniversary of UNHCR's #IBelong Campaign to End Statelessness (hereafter, the campaign). The year 2017 will be critical for the campaign, as the first official milestone year when progress will be measured against each of the 10 actions contained in UNHCR's "Global action plan to end statelessness: 2014-2024". Notwithstanding positive developments to date, many targets reflected in the 2017 milestones are unlikely to be met and additional pledges will be required to support a number of key interventions, in order to accelerate progress in 2017 and beyond.

In the past two years, important strides have been made in a number of regions with the adoption of relevant national and intergovernmental initiatives. Many States have developed national action plans that envision law and policy reforms necessary to address statelessness. A significant number of States have already begun making reforms and many States worldwide have granted or confirmed nationality for hundreds or thousands of stateless people in the last year alone. There have been nine accessions to the statelessness conventions since the campaign was launched, bringing the total number of parties to the 1954 Convention on the Status of Stateless

Persons and the 1961 Convention on the Reduction of Statelessness to 89 and 68, respectively.

Building and maintaining strong partnerships with States, NGOs, and other international organizations will help ensure that efforts to address statelessness are prioritized through diplomacy, grassroots advocacy, and operational activity. Some progress has already been made as a result of coordinated diplomacy: in 2016, the Human Rights Council adopted a resolution on the right to nationality that enjoyed the co-sponsorship of 111 States, and called for a follow-up workshop that UNHCR and OHCHR will co-organize in 2017. Further, in 2016 the African Commission on Human and Peoples' Rights adopted a draft protocol on the "Right to nationality" that will go to AU Member States for review in 2017.

The heightened level of awareness of and support for combating statelessness has led to other tangible developments. In October 2016, UNHCR and UNICEF launched a new coalition to ensure every child's right to a nationality. The coalition includes a number of international organizations and civil society groups and will aim to coordinate joint advocacy efforts and programmatic activities in pilot

countries; support new regional initiatives similar to the Abidjan Declaration on the Eradication of Statelessness; and nurture new civil society networks in Asia and the Pacific, Central Asia, and the Middle East and North Africa.

Achieving solutions

There has been tangible progress in achieving durable solutions for stateless populations. In Côte d'Ivoire, UNHCR's partnership with the Ministry of Justice enabled approximately 5,000 stateless people to acquire Ivorian nationality by June 2016. In Central Asia, UNHCR's work with governments and NGO partners has promoted the identification and case resolution of tens of thousands of stateless people in recent years. In Thailand, close cooperation with the Government and NGO partners working with stateless communities has seen nationality granted to more than 23,000 people since 2013, reducing the registered stateless population to 439,000. In 2016, the Government of the Plurinational State of Bolivia adopted a resolution to facilitate the naturalization of stateless people and refugees, and Costa Rica established a statelessness determination procedure.

Many of these milestones have been achieved with relatively small amounts of additional financial resources for statelessness activities, and the allocation of dedicated staff to address statelessness issues. Additional financial support will accelerate progress towards the resolution and prevention of statelessness by allowing successful interventions to be scaled up. This is particularly crucial in countries and regions where strong momentum towards the eradication of statelessness already exists, such as Côte d'Ivoire and other parts of West Africa, Central Asia, Malaysia and Thailand.

To build on lessons learned, UNHCR is seeking to further mainstream statelessness programming, and to improve internal and operations planning with States' support to address statelessness. New guidance on this has been produced and technical advice will be provided to operations to strengthen planning processes. In addition, good practices papers will be issued to guide operations and partners in implementing the ten actions contained in the "Global action plan to end statelessness: 2014-2024", and technical assistance will be provided to governments directly.

Seizing opportunities

The SDGs provide important opportunities for UNHCR to expand its partnerships with development actors to address the root causes of statelessness and advocate for the inclusion of stateless people in development planning. The overarching aim of the 2030 Agenda for Sustainable Development "to reach the furthest behind first" and "leave no one behind" clearly applies to those who experience the many negative consequences of not being recognized as citizens of any country. There are also specific SDGs and targets that will help prevent and reduce statelessness itself, provided that planning and implementation take into account the needs of stateless populations: SDG 5.1 relates to the elimination of gender discrimination and SDG 16.9 calls upon States to provide a legal identity, including birth registration, for all.

In 2016, UNHCR produced guidance for all its operations on the intersection between the SDGs and UNHCR's statelessness mandate. The Office is also partnering with the World Bank's Identification for Development (ID4D) initiative to draw attention to the

importance of SDG 16.9 and advocate the prioritization of improvements to civil registration and vital statistics programmes in national development planning.

In 2016, UNHCR published a flagship report entitled "I am here, I belong: the urgent need to end childhood statelessness" and enhanced its engagement on statelessness with child rights actors, including UNICEF and NGOs. In 2017, UNHCR will strengthen links with faith-based groups and communities through a number of regional workshops. Finally, the Office will also seek to partner with national human rights institutions working to tackle statelessness at national and regional levels. ∎

Anticipated areas of intervention in 2017	Key achievements targeted in 2017
Favourable protection environment	
Law and policy developed or strengthened	
Advocate and provide technical advice to governments for reform of nationality laws, policies and procedures to close gaps that may lead to statelessness, to ensure that stateless persons can acquire a nationality	▪ 10 States will take steps to improve their nationality laws, policies and procedures in order to be more consistent with international standards on the prevention and reduction of statelessness.
Advocate and provide technical advice to governments for the introduction or improvement of statelessness determination procedures	▪ 5 States will establish or improve statelessness determination procedures.
Advocate and provide technical advice to governments for the elimination of gender discrimination in nationality laws	▪ 5 States will remove gender discrimination from their nationality laws.
Support civil society advocacy as part of the Campaign to End Gender Discrimination in Nationality Laws	
International and regional instruments acceded to, ratified or strengthened	
Promote accession to the 1954 Convention relating to the Status of Stateless Persons and the 1961 Convention on the Reduction of Statelessness	▪ The number of States party to the 1954 and 1961 Conventions will be increased by 12.
Fair protection processes and documentation	
Identification of statelessness improved	
Support identification/registration exercises and surveys to increase knowledge of the number of stateless people, their situation and possible solutions	▪ Improved quantitative and/or qualitative baseline data will be available for 8 additional States.
Advocate and provide technical advice for improved statistics on stateless people	▪ The number of countries for which UNHCR reports statistical data on stateless people will increase by 5.

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Anticipated areas of intervention in 2017	Key achievements targeted in 2017
Durable solutions	
Greater reduction of statelessness is achieved	
Develop and implement strategies to address protracted situations of statelessness	■ At least 5 multi-year solutions strategies will address protracted statelessness situations.
Assist stateless people and those with undetermined nationality to acquire or confirm nationality	■ At least 100,000 stateless people will acquire nationality or have it confirmed.
Provide training and technical advice to government officials on statelessness reduction measures, including acquisition or confirmation of nationality by stateless people and those with undetermined nationality	■ A dedicated course on statelessness at the International Institute of Humanitarian Law in San Remo will be continued. ■ Technical advice on nationality laws will be provided to at least 20 countries to support legal reforms needed to prevent and reduce statelessness.

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ENGAGING IN SITUATIONS OF INTERNAL DISPLACEMENT

Conflict and violence have resulted in ever-increasing numbers of people being internally displaced. By the end of 2015, the IDMC estimated the total number of people internally displaced by conflict and violence to be around 40.8 million, with an additional 19.2 million newly displaced by natural disasters in 113 countries.

Internal displacement is not only a humanitarian challenge but a complex political and developmental one as well. This is visible in the multiple causes of displacement, such as increasing violations of international human rights and humanitarian law, transnational criminal networks, environmental degradation, climate change, under-

development, and disease outbreaks. The humanitarian system has been challenged to act faster and respond more effectively to the protection and assistance needs of IDPs.

UNHCR has made tangible progress towards a more predictable response to internal displacement in recent years. The 2016 "Operational guidelines on UNHCR's engagement in situations of internal displacement" have enhanced the organization's country-level planning in IDP contexts. Recognizing that UNHCR works within an interagency framework, the guidelines focus the organization's engagement in areas where it brings a comparative advantage and cluster leadership: protection, shelter/NFIs and camp coordination and camp management (CCCM).

Throughout 2017 and beyond, UNHCR will continue to implement its longstanding commitments towards the internally displaced. When it comes to a predictable engagement in IDP situations, UNHCR has made tangible progress in recent years. Internal advancements include the IDP policy from 2006/2007; the revitalization of the Global Protection, Shelter, and CCCM Clusters; the High Commissioner's Dialogue on IDPs; and an increase in learning programmes. Compliance with the operational guidelines combined with ongoing and targeted operational support will enable more timely, effective and relevant engagement by the Office. UNHCR will ground its response within a broader protection strategy, driven by a comprehensive, community-based assessment of needs. For disaster-

induced displacement in countries where UNHCR is present and has the necessary capacity and government agreement, the organization is ready to assume protection leadership and, in accordance with defined criteria and timelines, contribute operationally to an interagency response.

As the global cluster lead for three clusters – protection, CCCM and shelter – UNHCR is responsible for ensuring response capacity is in place and that assessment, planning and response activities are carried out in collaboration with partners and in accordance with agreed standards and guidelines. As the cluster lead, UNHCR also acts as the "provider of last resort". See the regional chapters for more details on specific operations.

IDP law and policy

An increasing number of States have developed national laws or policies on internal displacement in line with the UN's "Guiding principles on internal displacement" and the Kampala Convention (see *Glossary*). These normative developments recognize that displacement is a long-term and complex process, and that responses require a sound policy and legal basis. It is a key UNHCR objective to support States, through technical advice and in partnership with the Special Rapporteur on the human rights of IDPs and other key stakeholders, in developing and implementing legal and institutional frameworks to prevent, respond to and facilitate solutions for internal displacement.

In 2017, the Global Protection Cluster Task Team on Law and Policy, co-led by UNHCR and IDMC, will continue to provide local and national facilitators with guidance to conduct training sessions on law and policy-making on internal displacement. Also in 2017, UNHCR will support the maintenance of the global database on laws and policies on internal displacement (available at www.internal-displacement.org/law-and-policy). This will be used to promote national and regional initiatives for the development and implementation of IDP law and policy, and establish a community of practice.

Solutions for internal displacement

The average duration of internal displacement, according to a 2014 study by the Brookings Institute, is 17 years. According to the High-Level Panel on Humanitarian Financing Report to the Secretary-General "Too important to fail - addressing the humanitarian financing gap", this is one of the main reasons why three-quarters of humanitarian funding in the last decade has gone to the same 20 countries; while six of the largest recipients have had coordinated humanitarian appeals for 10 consecutive years. Facilitating solutions and addressing protracted displacement will therefore remain an important area of focus for UNHCR in 2017 and beyond.

Several key UNHCR operations were able to make important progress on national solutions strategies for IDPs in 2016. In Sri Lanka, where UNHCR and UNDP jointly hosted an expert from the Protection Standby Capacity Project (ProCap), a national policy on durable solutions for conflict-affected displacement was adopted by the Government of Sri Lanka in August 2016. National consultations on a durable solutions strategy were also initiated in the Democratic Republic of the Congo. In 2017, UNHCR will draw on these achievements in the Democratic Republic of the Congo and Sri Lanka to launch similar initiatives in other countries experiencing protracted internal displacement. The Office will also continue to contribute to the efforts of the Special Rapporteur on the human rights of IDPs and other key stakeholders in promoting the inclusion of IDPs in national development planning.

Global Protection Cluster (GPC)

UNHCR leads 23 of the 28 current protection clusters or other inter-agency protection coordination mechanisms worldwide, alongside OHCHR, UNICEF and UN WOMEN. To ensure a coherent protection response, UNHCR will maintain its close cooperation in 2017 with UNICEF, UNFPA, UNMAS and the NRC as the leads of the GPC areas of

responsibility for, respectively: child protection; gender-based violence; mine action; and housing, land and property.

UNHCR will continue to improve the quality of cluster leadership in the field and will provide support through an "operations cell". This will be staffed by personnel with protection expertise, as well as relevant language, programming and coordination skills, from UNHCR, the DRC and the Protection Standby Capacity Project (ProCap).

In 2017, the GPC will continue implementing its 2016-2019 strategic framework, which responds to needs identified by national protection clusters, as well as by the IASC-commissioned 2015 "whole of system" review of protection and the "One humanity: shared responsibility" report of the Secretary-General for the WHS. The strategic framework emphasizes a stronger operational focus, engagement of new partners, and adopting innovative practices and tools.

The GPC will also continue to promote protection as central to humanitarian action, and to develop inter-agency policy, protection standards and guidance globally. The GPC will also continue efforts to strengthen the role of field protection clusters in strategy, advocacy, and the design and implementation of programmes. As part of a comprehensive communications strategy, the GPC will enhance its social media presence, website, partnerships and training programmes to ensure the concept of protection is properly understood and integrated into IDP protection and assistance programmes.

Global CCCM Cluster

The Global CCCM Cluster, led by UNHCR in conflict situations and by IOM in natural disasters, offers a range of field support, including tools and technical guidance, information management systems, and training materials for country operations. Population data management, and data gathering and analysis, are at the core of the cluster's work. The cluster provides further support to the field through deployment of rapid response teams and technical experts when needed, and by assisting in the identification and recruitment of permanent staff for country operations.

In line with the outcomes of the WHS, in 2017 the Global CCCM Cluster will seek to strengthen links with other clusters and agencies, in particular those working on development issues, including the Global Cluster for Early Recovery. The Global CCCM Cluster will also continue to improve its governance structure and create new technical working groups for the development of strategic guidance on the use of cash-based assistance, remote management, and the transitioning and deactivation of clusters.

Other priorities in 2017 include: improving preparedness and contingency planning initiatives; increasing the predictability of responses to new and existing emergencies; and building on lessons-learned and exploring alternative approaches to capacity development (such as e-learning). A new five-year strategy is also being developed, building on the 2013-2016 Global CCCM

Cluster strategic plan. Missions will be undertaken to selected operations in order to gather lessons learned from the implementation of the CCCM urban displacement and out-of-camp initiative, while guidance is being developed on how to adapt camp management approaches to various operational contexts.

Global Shelter Cluster (GSC)

The GSC is led by UNHCR for conflict-related emergencies and by IFRC for natural disasters. It provides a range of support to country shelter clusters, notably through the deployment of trained and experienced shelter cluster coordinators in under 72 hours after cluster is activated.

UNHCR leads 11 of the 26 current country-level shelter clusters. The clusters in Iraq, South Sudan, Syria (including cross-border operations from Turkey) and Yemen are predicted to remain the largest conflict-related shelter clusters in 2017. Partners working in these four countries provided shelter and CRI support to some 10.6 million people in 2015 – this was almost 70 per cent of the total number of people supported by active conflict-related shelter clusters worldwide.

In 2017, the GSC will continue to increase the capacity, predictability and quality of shelter responses by strengthening coordination, information management, and technical coordination in shelter interventions. It will also strengthen its engagement with academia, the private sector and development stakeholders. Training on humanitarian coordination and increased quality shelter coordination capacity will be provided through collaboration with the IFRC and Oxford Brookes University. The GSC will continue to engage with the field to better respond to the needs of operations and improve the dissemination of best practices, including through country-level workshops, training, global GSC events, and using the online platform www.sheltercluster.org, GSC publications and the "Shelter Projects" website. The GSC will further refine these tools, linking them to assessment, monitoring, and evaluation systems.

The year 2017 will mark the end of the GSC 2013-2017 strategy. The GSC is in the process of developing a new five-year strategy which will be based on achievements and lessons learned, as well as commitments undertaken as part of the WHS, the 2030 Agenda for Sustainable Development, and contributions from partners. ■

Running from rape in Burundi

This article is an adapted version of a UNHCR news story.
6 May 2016

Even before she speaks, the violence that has torn through Burundi is legible on Nicole's skin. The stab mark to her belly, the inch-long gash to her neck and the raisin-shaped scar on her scalp from knife blows. Indelible rope burns mark her arms and legs, and some of her teeth are gone, punched out.

Her trip through hell began with the daily, door-to-door rounds of the ruling party militia, the Imbonerakure. When her landlord was unable to pay their demand for 10,000 Burundian francs ($6.50) it was a fatal mistake on his part.

"We were taken to the river the next day to see him," she said, stopping to gulp a glass of water. "He had been slashed on the head and stabbed in the sides and the belly. His wife had her breasts cut off and was cut open from her genitals to head," she adds. "The children just had their throats cut."

At that moment, Nicole* knew she had to gather up her three young sons and run. They made it almost to the border with Tanzania when they were caught. With about 60 others, Nicole was taken to a nearby detention centre, where "the procedure was that you had to be severely beaten" for trying to leave Burundi, she said. Nicole was then placed in a cell by herself. She passed out, waking up later with a policeman raping her.

"I was shouting and struggling, but he did what he wanted," she said, her trembling fingers struggling to catch the tears rolling down her cheeks. She recalled other officers passing by and walking away.

Nicole is among more than 137,000 Burundians who have fled to neighbouring Tanzania since President Pierre Nkurunziza announced in April 2015 that he would run for a third term, sparking a wave of protests, security crackdowns and militia violence.

Refugees from Burundi queue to be registered in Nduta, Tanzania.

From the harrowing accounts of massacres, torture and imprisonment recounted by those who have fled, a disturbing pattern of rape and sexual violence is emerging.

Women are not the only ones targeted for rape. Renate Frech, a UNHCR senior protection officer working in the Tanzania refugee camps, said the reported cases of sexual violence might only "present a small number of the reality," particularly for men.

Survivors in Tanzania are still dealing with the serious consequences from assaults. Some women in the camp are giving birth to babies born of rape. Some have been rejected by their husbands, who cite infidelity, or fears of being infected with HIV.

UNHCR and its partners are trying to provide survivors with medical treatment, counselling and legal services.

Reaching survivors is still a challenge, as a fear of stigma stops many from coming forward. Moreover, with only 30 per cent of the funding it needs to help those displaced by the Burundi crisis, UNHCR and its partners are struggling to provide anything more than life-saving services, such as food, water and shelter. Long-term programs such as specialized counselling, education and skills training, which are crucial in preventing and treating sexual violence, have fallen by the wayside.

To mitigate the risks of SGBV, UNHCR and its partners are giving women solar lanterns, but the camp still needs more lighting and latrines nearer to homes to reduce the walk for women—especially at night—and keep them safer on the move. To reduce attacks on women and girls walking up to 15 kilometres from the camp to gather firewood, women are assisted to build energy-saving stoves. •

Names changed for protection reasons

Nigerian refugees line up to collect water in Minawao refugee camp, northern Cameroon.

© UNHCR/Johannes Zech

RESPONDING WITH LIFESAVING SUPPORT

Emergency response and preparedness is at the core of UNHCR's work. The timely delivery of protection and assistance plays a critical role in saving the lives of displaced populations.

In recent years, new emergencies, ongoing conflict and protracted crises have triggered record levels of global displacement. While no system-wide IASC Level 3 emergencies were declared in 2016, the Level 3 emergency declarations for Iraq, Syria and Yemen remained in place, as did UNHCR's own internal emergency declarations for the Burundi, Europe, Iraq, South Sudan, Syria, Uganda and Yemen situations. UNHCR also elevated its internal emergency declaration for Nigeria from level 2 to level 3 in August 2016.

Over the course of 2016, UNHCR also deactivated its emergency declarations for the Central African Republic, Myanmar and Ukraine, as the operational response for these situations was found to have stabilized, and the exceptional mobilization of emergency capacities was no longer required.

Nevertheless, UNHCR maintained emergency arrangements for more than 25 countries as of September 2016.

In this chapter:
- Responding to emergencies
- Safety from violence and exploitation
- Lifesaving support

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RESPONDING TO EMERGENCIES

Emergency preparedness

In order to deliver protection and assistance in a more rapid and effective way, UNHCR strengthened its emergency preparedness capacity throughout 2016 with targeted assistance to countries receiving or foreseen to receive refugees, the development of analytical tools, and monitoring of preparedness. As of January 2017, an emergency preparedness section will be established to ensure that this work is sustained.

In 2016, UNHCR developed and adopted the High Alert List for Emergency Preparedness (HALEP) to monitor the risk of displacement and the organization's readiness to respond to influxes, together with partners and governments. Ten country operations will be prioritized in 2017 for targeted, emergency-preparedness activities based on the HALEP.

The World Humanitarian Summit, which was convened by the UN Secretary General in May 2016, generated a number of commitments that highlighted the important role that local actors play in emergency preparedness. The Summit also reaffirmed that affected populations are "rights holders" who must be placed at the centre of decision-making processes. Given the impetus provided by the Summit, and in line with its commitment working with local actors, UNHCR will strengthen local partnerships in emergency preparedness in 2017, and ensure participation of local communities, displaced populations and authorities, as well as with humanitarian and development actors.

In 2016, a joint approach with local actors was developed in consultation with local and international NGOs. This approach, which focuses on mapping and complementing local capacity, analysis, planning, protection-centred preparedness and capacity-building, was applied in the United Republic of Tanzania and will be promoted in all prioritized HALEP countries, starting with four countries in 2017.

In 2017, new advance emergency administration and supply teams will be deployed to deteriorating situations and to assist operations to put in place preparedness measures. These teams will assess and improve the support services needed to respond to an emergency including office space, logistics, warehousing, procurement,

telecommunication infrastructure, and accommodation for staff.

UNHCR is also piloting a partnership model for emergency preparedness – the refugee emergency response agreement (RERA) – to mobilize additional partner

capacity when technical gaps are identified. RERAs have been established with DRC, NRC and OXFAM for expertise in CCCM; shelter; community-based protection; WASH; housing, land and property; education; SGBV; health; and cash-based interventions.

Emergency preparedness at UNHCR

UNHCR prioritizes emergency preparedness to ensure that all refugees and IDPs affected by an emergency situation receive protection and humanitarian assistance in a timely, adequate, efficient and dignified manner. To this end, UNHCR will:

- Monitor the capacity of its operations and partners to respond to emergencies in new and ongoing emergencies;
- Support inter-agency and global early warning systems;
- Undertake preparedness planning at local and national levels with host governments and partners, local authorities and relevant stakeholders, with a focus on mapping and complementing local capacities;
- Ensure emergency preparedness and a comprehensive protection response that is based on humanitarian standards, access to rights, the resilience of communities, and accountability to refugees, IDPs and local communities;
- Train and prepare humanitarian actors to support the capacity of first responders, as well as to rapidly deploy to emergencies;
- Establish strategic supply systems and routes, taking into account local markets and legal and political barriers to the movement of people and commodities;
- Pre-position emergency supplies to deploy resources rapidly;
- Ensure relevant policy initiatives and priorities are integrated in the response, such as cash-based interventions, alternatives to camps, livelihoods and private sector engagement;
- Develop and strengthen deployment capacity with rosters of well-trained protection, emergency management and technical staff.

Emergency response

UNHCR's emergency response system is immediately activated upon the declaration of an IASC system-wide Level 3 emergency or UNHCR emergency declaration. To ensure resources are mobilized as quickly as possible, UNHCR maintains capacity to dispatch relief items within 48 hours to some 600,000 people. Where feasible,

relief and shelter items are also sourced locally or regionally where markets and infrastructure allow.

In addition, UNHCR emergency stand-by teams can be deployed within 72 hours to manage and coordinate a response and address the most urgent needs of affected populations. These teams are supported by technical specialists in the

Emergency classifications

UNHCR emergency classifications: UNHCR defines three levels of emergency response taking into account the impact on affected populations, the complexity of the situation and the capacity of the Office to respond. A UNHCR emergency declaration triggers an immediate mobilization of human, financial, and material resources to support the country operation in its response to the crisis.

A system-wide Level 3 emergency: the global humanitarian system's classification for the most severe crises, which require system-wide mobilization to significantly increase the scope of the response and improve the overall effectiveness of assistance. They are declared by the Emergency Relief Coordinator on behalf of the IASC, of which UNHCR is an active member.

areas of security, prevention and response to SGBV, health, WASH, programme, supply management, and human resources management. Human resource management, supply and programme rosters were established in 2015 and 2016. Finance and administration rosters will be set up in 2017.

UNHCR has existing agreements with 18 standby partners who will continue to support emergency staff deployments as well as provide technical services and infrastructure, such as water and sanitation facilities, communication technology, renewable energy, and office and accommodation facilities. To ensure a coordinated inter-agency response in emergencies, UNHCR will continue to actively participate in the IASC Emergency Directors Group. ∎

"It's a sobering reality that new crises are likely to continue to proliferate, calling for a rapid mobilization of emergency resources, and we are unlikely to see a large-scale comprehensive resolution of major crises in the coming 12 months."

- Filippo Grandi, UN High Commissioner for Refugees at the Consultations with NGOs in June 2016

UNHCR's stand-by partners

- CANADEM
- Centers for Disease Control and Prevention, United States
- Danish Refugee Council
- Department for International Development, United Kingdom of Great Britain and Northern Ireland
- Emergency.lu / Luxembourg Ministry of Foreign Affairs
- German Federal Agency for Technical Relief
- iMMAP Inc.
- International Humanitarian Partnership
- Irish Aid

- Netherlands Enterprise Agency
- Norwegian Directorate for Civil Protection
- Norwegian Refugee Council
- RedR Australia
- Save the Children Norway
- Swedish Civil Contingencies Agency
- Swiss Humanitarian Aid Unit, Swiss Agency for Development and Cooperation
- Veolia Environment Foundation
- White Helmets Commission, Argentina

Anticipated areas of intervention in 2017	Key achievements targeted in 2017
Emergency response, security and supply	
Capacities, skills and knowledge fostered and developed	
Enhance emergency preparedness	■ 70 operations will use the HALEP and diagnostic tool to assess their level of preparedness. ■ 10 prioritized country operations at high risk will be supported through tailored preparedness missions and contingency planning workshops, with a focus on mapping and complementing local capacities. ■ A platform for early warning, preparedness analysis and contingency planning will be developed. ■ RERAs with NGO partners will be tested.
Tools for emergency preparedness and response	■ UNHCR's "Emergency handbook" will be updated continuously and made available in Arabic, French and Spanish. ■ Innovative approaches to emergency response will continue to be tested by the UNHCR emergency lab, with focus on participatory assessments and feedback through communicating with communities.
Training for emergency preparedness and response, security and the supply chain	■ 460 UNHCR and partner staff will be trained on emergency preparedness and response through: 3 workshops on emergency management; 1 senior emergency preparedness and response leadership programme; 3 situational emergency trainings; 3 emergency management trainings; and 2 inductions to UNHCR emergency response workshops. ■ 360 participants will be trained on security through: 2 security management learning programmes; 2 field safety adviser workshops; 5 security management exercises; 3 security risk management workshops; and 1 emergency trauma bag training for field safety advisers. ■ 2,000 participants will be trained on supply chain management through e-learning and workshops. ■ The Regional Centre for Emergency Preparedness (eCentre) in Bangkok will conduct 14 workshops and trainings for UNHCR and partner staff.
Emergency response capacity and effectiveness reinforced	
Optimize supply chain for provision of shelter and core relief items in emergencies	■ Relief items for approximately 600,000 people will be available from UNHCR's 7 global stockpiles for dispatch within 48 hours. ■ Core relief items will be pre-positioned in regional warehouses in Djibouti and Uganda for rapid delivery to deteriorating situations in East and West Africa. ■ Country preparedness plans will be linked to global supply chain planning to better forecast emergency needs. ■ 15 experienced supply staff will be trained in emergency responses and participate in UNHCR's emergency supply roster for a period of two years. ■ Supply rules will be adjusted to facilitate a speedy response to emergencies through streamlined procedures and increased local procurement. ■ Local and regional market capacity analysis and the use of cash-based interventions in emergencies will be enhanced.
Deploy stand-by emergency coordination, preparedness and response teams	■ A range of flexible mechanisms for emergency deployments will be maintained, including agreements with 18 stand-by partners. ■ More than 200 staff will be ready to be deployed within 72 hours from UNHCR's internal rosters, including the senior corporate emergency roster, the emergency response team, and technical rosters for the deployment of supply, human resources, administration, finance and programme staff. ■ 12 permanent emergency services staff on stand-by will continue to act as core teams in the first emergency response to provide leadership, inter-agency coordination, and protection, including community-based protection. ■ Advance emergency administrative and supply teams will be available for deployment to support country operations which are at high risk of an emergency outbreak.

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Anticipated areas of intervention in 2017	Key achievements targeted in 2017
Inter-agency and strategic partnerships strengthened	
Inter-Agency Standing Committee (IASC)	■ UNHCR will continue to work with the IASC Emergency Directors Group; Task Team on Preparedness and Resilience and related initiatives; Task Team on Principled Humanitarian Action; UN Crisis Management Working Group; and the Communicating with Disaster-Affected Communities Network. ■ 90 participants will be trained through 2 IASC emergency team leadership programmes and 2 workshops on strengthening protection and the response capacity of local partners.
UN Security Management System (UNSMS)	■ Active participation and contribution in security forums of the Inter-Agency Security Management Network and the United Nations Security Management System will continue. ■ The UN Programme Criticality Steering Group will be supported through effective representation in the Programme Criticality Coordination Team.
Policy development strengthened	
UNHCR emergency policies and procedures	■ UNHCR's "Policy on emergency response activation, leadership and accountabilities" will be revised and updated based on lessons learned from emergencies in 2015 and 2016. ■ 2 real-time assessments of emergencies will be conducted and the lessons learned will be incorporated into training programmes and ongoing activities.
Security management reinforced as an organizational culture	
Implement the plan of action to strengthen the culture of security within UNHCR	■ Operations will be continually assessed to ensure appropriate risk mitigation measures are in place. ■ The security policy will be reviewed, and security aspects will be integrated into relevant UNHCR policies. ■ Security risk mitigation strategies for operations will be continually reviewed and monitored to ensure that operations are prepared for varying threats and able to respond to the needs of affected populations. ■ Security guidance on UNHCR and UNSMS policy issues will be provided to management, security advisers and staff. ■ Security structures and equipment will continue to meet appropriate standards and organizational needs through technical assessments of equipment and the maintenance of a stockpile of global equipment.

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SAFETY FROM VIOLENCE AND EXPLOITATION

Activities and programmes that seek to prevent and respond to SGBV are accorded the highest priority from the onset of all emergencies and are planned, programmed and implemented as non-negotiable features of UNHCR's response to displacement. Life-threatening outcomes can result from SGBV, including homicide, suicide, the potential for increased rates of maternal and infant mortality, as well as AIDS-related mortality. Other consequences include physical pain, emotional and psychological harm, and the loss of social status when survivors of SGBV are driven into further poverty, isolated and stigmatized, even by their own families.

Measures to prevent and address SGBV are multi-faceted and complimentary. Prevention alone is not effective without response mechanisms, and response cannot be fully effective without prevention. This requires coordinated action from a wide range of stakeholders, including communities, civil society, and State entities.

UNHCR remains deeply committed to bringing all concerned actors together to put in place effective and accessible SGBV prevention and response systems. The Office will continue providing dedicated technical support to emergency operations, including through the

deployment of Senior Protection Officers (SGBV), in order to address needs in a timely, compassionate and confidential manner. A non-discriminatory approach to SGBV prevention and response is fundamental, and UNHCR will continue to advocate for this principle to become standard in all humanitarian settings.

Addressing SGBV during and beyond humanitarian emergencies remains a complex, global task. Effectively responding to SGBV requires strong leadership, political will, cooperation at all levels and dedicated resources and expertise. Where these factors have come together in humanitarian settings, clear and positive results have been possible. UNHCR will continue prioritizing its efforts to strengthen and refine its leadership and approaches in this key area of protection.

Responding to SGBV

Through its advocacy with governments and collaboration with partners and local communities, UNHCR will continue investing in a key set of services underpinning SGBV response programming: medical care; psychosocial support; safety and security; and access to justice. As part of the medical response, for example, more can be done to ensure that all rape survivors have timely access to post-exposure prophylaxis in order to prevent HIV infection. Access to timely mental health and psychosocial support for survivors helps address the emotional and psychological consequences of SGBV, such as post-traumatic stress,

depression, anxiety, fear, shame, and suicidal thoughts and behaviour. Community workers and trained female peer counsellors play a critical role in providing support for survivors, and UNHCR will continue to invest in building their capacity to do so.

Access to justice is also a critical component of prevention and response activities; ensuring perpetrators are brought to justice has implications beyond the individual survivor, sending a strong message to communities about the rule of law. Nevertheless, a number of barriers can limit the ability of SGBV survivors to access justice, including the lack of sufficient knowledge or resources of law enforcement agencies to respond appropriately, difficulties encountered when prosecuting perpetrators, as well as social stigma and fear of retaliation. However, important strides are being made in supporting survivors' access to legal recourse. UNHCR will continue providing governments with technical support so that survivors seeking legal redress can do so in a secure and timely manner.

The Office works to ensure that protective and safe environments are available to all survivors of SGBV. Recognizing that building protective environments starts at the grassroots level, increased community awareness and strengthened local capacity are needed to prevent and address SGBV. Further, greater focus should be placed on working within existing community structures and national institutions to forge and reinforce partnerships with relevant stakeholders.

Preventing SGBV

As with response activities, initiatives to prevent SGBV are equally lifesaving and need to be implemented from the onset of displacement. Preventing SGBV requires identifying, understanding, and addressing its root causes and contributing factors. This requires immediate action as well as sustained, long-term prevention strategies aimed at attitudinal and behavioural change. UNHCR engages in a number of prevention activities alongside communities, local partners, and government authorities, including to: ensure safe access to basic needs; mitigate risks through physical protection; promote gender equality; and address legal or policy frameworks to end impunity.

Incorporating community-based and gender-sensitive measures into the planning, implementation, and monitoring of WASH, shelter, as well as fuel and energy programmes, can also reduce the risk of multiple forms of SGBV. For example, sufficient and appropriate levels of community and household lighting can reduce the risk of SGBV by influencing security and social dynamics at night. While important innovations have been made in community-level lighting, far more needs to be done in ensuring that all sectoral experts are fully aware of and conversant in their role to prevent SGBV. To achieve this, the Office will continue providing guidance and training, supporting innovative ideas, and strengthening collaboration. ◾

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LIFESAVING SUPPORT

Cash-based interventions

UNHCR began using cash-based interventions (CBIs) in the mid-1980s, and their use has grown across sectors and regions. In 2014, the expanded and systematic use of CBIs became a corporate priority, and the Office has since been increasing its efforts to enhance the use of this modality of assistance. UNHCR is now implementing CBIs in more than 60 countries, ranging from large-scale, multi-purpose cash grants to smaller-scale sectoral cash assistance and cash to strengthen the protection of vulnerable people of concern.

The increased use of CBIs gives people who have minimal or no income the ability to make their own choices about how to meet their needs in a dignified manner. It also contributes to the local economy and helps build positive relations between refugees and host populations.

While CBIs are expanding rapidly, the cash modality is not yet used in all operations and sectors to its full potential. To remedy this, UNHCR developed a five-year "Strategy for Institutionalization of CBIs (2016-2020)" and policy on CBIs to support the systematic, expanded and innovative use of CBIs.

UNHCR is focusing on the implementation of the following three main objectives:

1. Meeting its Grand Bargain commitment to "scale up cash assistance where appropriate, with the aim to double the amount of funds programmed for CBIs in aid delivery by the end of 2020".

2. Continuing to increase CBI "proficiency" at all levels, across all functions and operations, supported by a robust CBI infrastructure and related capacity-building initiatives. In 2020, all operations will be able to consider and use CBIs in the same way as in-kind assistance.

3. Supporting host governments, strengthening strategic partnerships and building new alliances for expanding the use of CBIs to meet the protection and solutions needs of refugees and other people of concern to UNHCR, so they may live in dignity.

Successful realization of these objectives will require the active engagement of host governments and the full spectrum of UNHCR's partners, notably sister agencies of the United Nations, NGOs, development actors, private sector service providers and CBI networks and alliances. The Office is committed to working through collaborative approaches that maximize synergies with, and the comparative advantages of, other actors. UNHCR will further ensure that, pursuant to the Comprehensive Refugee Response Framework, CBIs are designed to leverage national development systems and existing social safety nets.

Implementing cash-based interventions

To meet its key objectives, UNHCR will focus on a number of priorities in 2017.

Providing country-specific support: UNHCR's long-term focus is to expand the systematic use of CBIs in all operations. At least 11 additional countries (Afghanistan, the Republic of the Congo, the Democratic Republic of the Congo, Ethiopia, the Islamic Republic of Iran, Kenya, Niger, Rwanda, Somalia, Sudan and Uganda) will receive dedicated and sustained technical support during 2017 to scale up the use of CBIs. In addition, all countries implementing CBIs will receive guidance.

Preparedness and emergency response: UNHCR will systematically consider the feasibility of using CBIs at all stages of response, from preparedness to durable solutions. Preparedness efforts will build on achievements in 2016, such as the four comprehensive feasibility assessments and related trainings conducted in Afghanistan, Myanmar, Nigeria and Uganda. UNHCR and partners will factor the results into contingency plans, which will serve as a model for CBIs and emergency preparedness. The inter-agency team will also conduct additional feasibility assessments, including in Burundi and Niger.

Building the capacity of staff and partners: UNHCR will strengthen the knowledge and capabilities for CBIs, including among partners, through

Cash-Based Interventions in UNHCR

Lebanon

Since August 2014, UNHCR Lebanon has distributed multi-purpose cash grants to 27,000 Syrian families, totalling $26 million. In addition, UNHCR Lebanon provides cash for non-Syrians, cash to cover additional needs during the winter and cash for protection. UNHCR Lebanon has developed a data management and reporting system that allows for financial control through detailed cash tracking. The system interphases directly with the bank and UNHCR's refugee registration and assistance management systems.

Niger

UNHCR in Niger currently provides monthly multipurpose cash grants (MPGs) to Malian refugees in two camps, and additional monthly cash assistance to meet livelihoods and energy needs. The aim is to expand the use of MPGs to many of the vulnerable 60,818 Malian refugees in Niger based on their capacity to provide for themselves and socio-economic targeting. The use of MPGs are informed by a CBI feasibility study, the use of a minimum expenditure basket and the development of standard operating procedures for CBIs.

**Operations having budg
for CBIs in 2016**
(tentative data)

**Operations with existing
CBI expertise** (in-country o

UNHCR
The UN Refugee Agency

Jordan
UNHCR has established a Common Cash
Facility that ensures service provisions for
CBIs are equally accessible to all partners.
It has resulted in efficiency gains, avoiding
system duplication and creating an environment
of strengthened collaboration on cash across
organisations. The facility is linked to UNHCR
biometrics information, which allows refugees to
withdraw money using iris scans. Between January
and July 2016, UNHCR distributed $45 million
in cash grants to 32,801 families.

eted | **Largest CBI operations**

**2016 Priority Countries:
Operations receiving dedicated
technical support**

r regional) | **Operations receiving
CBI training in 2016**

**Operations benefitting from
an inter-agency preparedness project**

expert deployments, technical missions and training. Some 650 staff, including 50 partner staff, received training on the use of CBIs in 2016, and this will increase to 850 UNHCR and partner staff in 2017. The Office will also strengthen technical support to country operations, building on almost 300 working days of technical support extended to some 20 countries in 2016. CBIs will also be incorporated into existing and new training, building on the access provided to all staff to a learning programme on CBIs in 2016.

Maximizing effectiveness, efficiency and innovation: UNHCR will avoid the creation of parallel systems when implementing CBIs. Building on existing mechanisms, the Office will pursue a "common cash facility approach" through financial service providers that reduces duplication, creates synergies and increases coordination with partners. This approach, already in place in countries such as Jordan and Lebanon, provides UNHCR and its partners equal and direct access to financial service providers. Using private sector financial and mobile cash transfer capabilities, UNHCR will seek to increase direct implementation, which amounted to $214.6 million in 2015. The Office will also strengthen engagement with partners on aspects such as assessment, response analysis, targeting, community outreach and monitoring, which are critical to carrying out CBIs successfully.

Ensuring sound financial control: Following the 2016 review of the end-to-end delivery of CBIs conducted in Jordan, Lebanon and Somalia in collaboration with PricewaterhouseCoopers, UNHCR will develop and implement a robust CBI financial control framework that will eventually be applied in all operations.

Initiatives will build on good practice such as the CBI information management system, currently in use in Lebanon, in accordance with the "Policy on the protection of personal data of persons of concern to UNHCR".

Embedding CBIs in broader protection and solutions strategies: UNHCR will accelerate the use of cash for strengthening protection of the most vulnerable people of concern, building on good practices such as the cash for protection programme in Lebanon. Protection considerations will continue to be included in all aspects of CBI programming, including through protection risk analyses; age, gender and diversity mainstreaming; and data protection. UNHCR will also advocate for the inclusion of refugees and other people of concern in broader national protection and safety nets, building on successes in countries such as Costa Rica, the Islamic Republic of Iran and Uganda. Protection training on CBIs and direct support to operations on protection strategy development will continue, drawing on lessons learned in Malawi, Myanmar, Niger, Rwanda, South Africa, Sudan and the United Republic of Tanzania in 2016.

Building the evidence base and developing guidance: UNHCR and partners will proactively enhance and promote common research, as well as monitoring and evaluation, to build a body of evidence on the impact of CBIs. For example, the "CBIs for health programmes in refugee settings" review concluded in 2016 that the success of a health programme using CBIs depends on several factors that must be considered before implementation, such as understanding barriers and

Anticipated areas of intervention in 2017	Key achievements targeted in 2017
Basic needs and essential services	
Cash-based interventions (CBIs)	
Enable UNHCR operations to systematically consider and implement CBIs	■ Operations with limited capacity to implement CBIs will be provided with targeted support to assess, design, implement and monitor their use. ■ Operations with ongoing CBIs will receive support to address emerging issues throughout implementation. ■ CBI experts will be deployed to selected operations.
Ensure CBIs are incorporated into Headquarters functions	■ The action plan for UNHCR's "Strategy for the Institutionalization of CBIs (2016-2020)" will continue to be implemented. ■ The capacity of UNHCR will be strengthened to mainstream the use of CBIs into UNHCR functions.
Continue to build the capacity of UNHCR to consider, implement and monitor CBIs	■ The learning programme on CBIs will accept 4 cohorts in 2017, and online learning modules will be made available to all staff. ■ CBIs will continue to be incorporated into sectoral trainings. ■ CBIs will be incorporated into staff trainings for different functional areas, emergencies and senior management.
Conduct reviews, and develop tools and guidance on CBIs	■ Reviews in areas such as child protection, SGBV and livelihoods will be conducted to inform programming on CBIs for these areas. ■ Operational guidance based on evidence will be developed.

obstacles for refugees in accessing health services. In 2017, the findings of research and reviews on child protection, SGBV, education, WASH, shelter and livelihoods will inform the development of operational guidance on CBIs in these areas.

Shelter and settlement

UNHCR's "Global strategy for settlement and shelter (2014-2018)" will be in its penultimate year of implementation in 2017. In order to achieve its objectives, the organization focuses on four overarching areas of intervention:

1. The design of integrated responses connecting shelter and settlement to other crucial sectors such as protection, WASH, health, livelihoods, education and the environment.

2. Improving the response to conflict-related large-scale emergencies by supporting country-level shelter clusters and coordinating the Global Shelter Cluster.

3. Improving the range of shelter solutions available to UNHCR operations worldwide through research and development, and the adoption of innovative technologies.

4. Engaging with relevant partners and external entities within the sector to develop shelter and settlement research methodologies and good practices.

Meeting the shelter and settlement needs of people of concern to UNHCR in emergency situations remains a priority for the organization. In parallel, the Office continues to pursue integrated

and sustainable responses through the "Master Plan" approach (see *Glossary*), which are linked to the local and national development plans of host communities. This approach promotes access to shared and improved infrastructure such as schools, health centres and markets for both refugees and host communities. For example, UNHCR is working with local authorities and partners in Chad to support the transition of the Amboko and Gondje camps towards self-sufficient settlements, including to map the presence and capacity of shared infrastructure, such as health and education facilities, to address the needs of both displaced and host communities.

To ensure field practitioners are equipped with the essential tools to deliver such responses, UNHCR will continue capacity-building through dedicated technical training for its staff and partners, incorporating standard design templates to roll out the physical site planning toolkit to all operations implementing shelter and settlement programmes.

Given the growing prominence of urban displacement and the challenges of delivering effective assistance in urban settings, UNHCR will strengthen engagement with partners, including academia and the private sector. The Office will also aim to ensure the availability of practical tools to establish urban sectoral responses, including implementing hosting arrangements and establishing collective centres. Building on lessons learned from operations such as Lebanon, UNHCR is committed to exploring research methodologies to clarify the impact and feasibility of the use of CBIs in shelter programmes in country-specific contexts.

Building on past achievements, such as the development of the self-standing family tent and lessons learned from the refugee crisis in Europe, UNHCR will engage in further research and develop a standard winterization kit with partners such as IFRC and ICRC. In line with UNHCR's "Global strategy for settlement and shelter (2014-2018)", these efforts will seek to apply innovative technologies while complementing the cultural practices and way of life of people of concern.

From emergency to sustainable shelter solutions

For decades, UNHCR has had to urgently respond to sudden onset emergencies and provide suitable emergency shelter to affected populations quickly and efficiently. UNHCR has three global shelter solutions: the standard family tent, the framed family tent, and the refugee housing unit. These can be deployed to any part of the world, depending on the context.

While there is no global, one-size-fits-all shelter solution, emergency responses often involve the provision of tents. Although tents have a limited lifespan in varying climatic conditions, their advantage is the short time it takes to install them, which allows affected people to be sheltered as quickly as possible. Nevertheless, a variety of shelter options are required to respond to the changing needs in the different settings in which UNHCR operates.

Further, of particular importance are shelter assistance programmes geared towards more durable and sustainable solutions. These should maximize the use of local material, skills and building techniques whenever possible. To support this evolution, UNHCR developed the "Shelter design catalogue", containing shelter designs developed across a variety of locations, contexts and climates. This publication will assist sector specialists in implementing a phased shelter response through more predictable planning and implementation.

Site management and coordination

UNHCR is committed to meeting the needs of people of concern in a coordinated fashion from the onset of an emergency, and providing assistance appropriate to the context while avoiding duplication of services during all the stages of the displacement. While many refugees live in urban contexts – two out of every three refugees settle in towns or cities globally – rural refugee settlements remain a feature of the global displacement landscape, in particular in large-scale emergencies.

Building on its longstanding experience in managing camps and similar structures, including lessons learned from the recent refugee crisis in Europe, UNHCR will work with national authorities to strengthen their capacity for field coordination and site management, as well as continuing to build the capacity of UNHCR staff and partners. The Office will also ensure that vital inter-sectorial linkages are made, such as with protection, WASH, health, environment, education and livelihoods. UNHCR will prioritize the development of guidance and selection of good practices to effectively manage formal and informal settlements in a sustainable manner that benefit refugees, host communities and national systems. This includes examining how camp closure and decommissioning of communal structures are put into practice.

Anticipated areas of intervention in 2017	Key achievements targeted in 2017
Shelter and settlement	
Populations are able to satisfy their settlement and shelter needs in a safe, dignified and sustainable manner	
Implement the UNHCR "Global strategy for settlement and shelter (2014-2018)"	■ 100% of target countries (20 target countries in 2017) will develop comprehensive shelter and settlement strategies. ■ The "Master Plan" approach will be implemented in 3 additional operations.
Continue professional development of shelter and settlement staff and partners to enable the design of integrated responses ("Alternatives to camps" policy and "Master Plan" approach)	■ Dedicated training will be conducted for shelter and settlement practitioners. ■ SGBV mitigation measures will be mainstreamed in all shelter and settlement training. ■ The site planning toolkit will be rolled out to all UNHCR country operations. ■ Practical tools for the implementation of shelter and settlement programmes in urban contexts will be developed. ■ Cash for shelter guidelines will be developed. ■ A complementary e-learning module on settlements will be developed.
Ensure the systematic deployment of senior shelter and settlement staff at the onset of emergencies	■ Technical experts will be on standby to respond to emergency needs. ■ Talent outreach initiatives will be strengthened and combined with capacity-building efforts.
Improve the range of shelter solutions available to UNHCR operations	■ Engagement with relevant partners and external entities will be strengthened to further research and develop innovative solutions. ■ A standard winterization toolkit will be developed.

Public health

Ensuring access to health care for refugees in both emergency and protracted settings is a key component of UNHCR's protection mandate and an operational priority. While the approach employed to address these needs is dependent on the context, UNHCR provides direct technical support as well as operational guidance to country operations and partners. The rapid deployment of technical health care experts to emergencies in order to address the main causes of morbidity and mortality is key to an effective response. Expanding the inclusion of refugees in national health-care systems will also continue to be a major focus, as outlined in UNHCR's "Global strategy for public health (2014-2018)".

Communicable diseases remain the major cause of illness in refugee communities. UNHCR and partners pursue a comprehensive approach to disease control and engages with national programmes to include refugees in prevention, detection and response measures. In this regard, the Office also strengthens case management, community mobilization and multi-sectoral preparedness and response measures, such as immunization and WASH interventions.

The expanded programme on immunization (EPI) is considered one of the most cost-efficient preventive health interventions for childhood survival. In 2015, the average measles coverage in refugee camp settings improved to 90 per cent; 2016 efforts are on track to achieve the same level of coverage. To

further improve EPI services, UNHCR will continue reviewing programmatic effectiveness, ensuring timely interventions, and advocating to reduce risks associated with vaccine-preventable disease outbreaks.

Improving childhood survival rates, including reducing preventable mortality among children under five during the first six months of an emergency, remains a core strategic objective. In 2015, UNHCR recorded the lowest mortality rate among children under five since 2010. However, infant mortality accounted for 42 per cent of all under-five deaths reported in refugee camps, with a large proportion of these occurring in the month following birth. To address this, UNHCR will continue expanding and strengthening measures to improve survival rates in the first month after birth through low-cost, high-impact interventions such as thermal care, resuscitation and early initiation of breastfeeding. In 2017, UNHCR aims to maintain or reduce mortality levels of children under five years of age in 44 situations where refugees live in camps or settlements.

UNHCR will enhance the provision of reproductive health services as an integral part of its public health programmes. The Office will work with partners to implement this, with early expansion to comprehensive reproductive health services. Particular emphasis will be given to improving access to, and the quality of, comprehensive emergency obstetric care and services for SGBV survivors. While their availability continues to increase, services must be improved in terms of quality and utilization.

Anticipated areas of intervention in 2017	Key achievements targeted in 2017
Basic needs and essential services	
Health status of the population improved	
Strengthen interventions to reduce the incidence and impact of communicable diseases, including outbreaks	■ Updated EPI monitoring tools will be introduced in at least 10 operations.
Improve access to expanded non-communicable disease services at primary health care level	■ Refugee sites in 6 countries will be provided with a package of services to improve management of non-communicable diseases (an increase from 3 countries in 2016).
Support and strengthen provision of mental health services through primary care providers	■ The integration of mental health in primary health care will be completed in 5 countries through interactive capacity-building and supervision workshops.
Improve the availability of health information to support public health decision-making	■ An updated health information system will be implemented in all applicable countries by the end of 2017.
People of concern have optimal access to reproductive health and HIV services	
Take measures to improve access to skilled attendance at delivery	■ More than 80% of countries where UNHCR supports health services will have coverage rates of skilled birth attendance above 90%.
Expand the availability of essential neonatal care	■ At least 5 sites in at least 3 countries will be implementing a complete package of essential neonatal care.
Take measures to improve access to a comprehensive range of HIV services	■ ART and prevention of mother-to-child transmission services will be made available to refugees in sites across 3 countries where they are currently not available.

Partnerships and collaboration

For more information on UNHCR's collaboration and partnerships, please see the chapter on *Supporting UNHCR's work*.

Shelter and settlement

UNHCR places particular emphasis on building long-lasting partnerships to provide efficient and quality shelter responses in emergency situations. The support of the Autodesk Foundation, ECHO, Microdesk, and the Swiss Agency for Development and Cooperation, has been crucial to ensuring the development of innovative and sustainable shelter and settlement solutions. Further collaboration with UNITAR's Operational Satellite Applications Programme (UNOSAT) continues to strengthen the design and planning of settlements.

UNHCR is strengthening dialogue with academia and the private sector to encourage the sharing of technical knowledge. In order to ensure that refugees are included in local development plans, UNHCR is working with national and local authorities, along with partners such as UN-Habitat in Kenya and Mozambique, to implement the "Master plan approach". Developed with Stanford University and Ennead Architects, this planning concept anchors refugees within national and local services, infrastructure and the economy, helping to mitigate some of the perceived negative impacts that may be associated with a new settlement, especially when established in fragile environments. Master planning is a continuous process that frames the overall assistance strategy. It is dynamic and should reflect changing priorities, population movements and profiles, and be informed by regular detailed assessments and consultations among various stakeholders, including the inhabitants.

UNHCR continues to invest in improving the range of shelter solutions and core relief items available to country operations through the research and development of innovative products, together with the ICRC and IFRC. The Office will also work to further develop the Refugee Housing Unit, a housing solution that is designed to last for three years and shelter a family of five, in collaboration with Better Shelter.

Health and nutrition

UNHCR is committed to improving the provision of public health and nutrition services for people of concern. Meeting the healthcare needs of refugees in emergency situations is a priority for the Office, while at the same time, pursuing the mainstreaming of refugees in national health care systems. To this end, UNHCR works with national authorities and maintains longstanding partnerships with UNFPA and UNICEF to provide reproductive health supplies and vaccines respectively, as well as playing an active role as a member of the WHO-led Global Health Cluster.

The Office is at the forefront of the response to address HIV in humanitarian situations and is expanding its partnership with the Global Fund to meet critical gaps in care services for HIV, tuberculosis and malaria infections in emergencies. UNHCR is also a UNAIDS co-sponsor and together with WFP co-leads the Inter-agency Task Force on Addressing HIV in Humanitarian Settings.

UNHCR is collaborating with research institutions and academia to support efforts to build an evidence-base to improve health programming. In 2017, the Office will also engage with research consortia in the Africa and the Middle East and North Africa regions to implement scalable mental health and psychosocial support interventions.

Food security and livelihoods

2017 will see the introduction and initial implementation of the 2016-2020 joint UNHCR-WFP "Strategy for enhancing self-reliance for food security and nutrition in protracted refugee situations", which aims to reduce dependence on humanitarian assistance and see refugees attain greater self-reliance in food security and nutrition. In 2017, UNHCR and WFP will continue to collaborate on refining targeting methodology to ensure that food assistance reaches those most in need.

WASH

UNHCR leads WASH sector coordination in refugee responses and has RERAs with Oxfam and IRC to encourage more predictable delivery of life-saving WASH services during refugee emergencies.

UNHCR is a member of UN-Water, and is actively involved in its joint steering group. During protracted refugee situations and in cases where refugees are hosted in local communities, collaboration with development agencies will continue to improve the Office's ability to support long-term access to WASH services for refugees by, for example, adopting more cost-efficient technology. These partnerships also encourage the harmonization of service provision to host communities, as well as the integration of refugee WASH services within national structures, in line with national development goals.

UNHCR's MoU with UNICEF envisages joint trainings on WASH in emergencies for standby partner organizations such as DRC, Irish Aid, MSB, NRC, RedR and SDC. In 2017, UNHCR will continue to work with academic institutions, the private sector and other organizations such as the UNESCO-IHE Institute for Water Education, the Humanitarian Innovation Fund, as well as Tufts, Cranfield and Loughborough universities to develop cost-effective and sustainable WASH solutions.

Food security and nutrition

Multi-sectoral efforts are required to make significant and lasting improvements to nutritional status and child survival. In this regard, UNHCR will focus on activities contributing to the prevention of all forms of malnutrition while continuing to ensure treatment for people who are already malnourished.

A nutrition roadmap, which will consolidate proven interventions, procedures and guidelines, will drive activities in 2017. UNHCR will continue to roll out an infant and young child feeding (IYCF) framework, drawing in actors from all sectors in a cost-effective and nutrition-sensitive manner, for example, by: reinforcing linkages and activities between maternal services and infant care and feeding; prioritizing infants and their families for access to water, sanitation and shelter; highlighting the specific needs of infants and young children among protection actors; and

ensuring close and coordinated follow-up with vulnerable families.

In many contexts refugees have limited access to land, employment and freedom of movement. Food assistance is often a crucial component of their food security. Ensuring quality and quantity of food assistance and targeting it to the most vulnerable families is increasingly important. To improve the effectiveness and accuracy of targeting methodology, UNHCR will work with WFP to review experiences in targeting assistance and develop global guidance on Targeting of Food Assistance.

Effective monitoring is needed to determine the nutritional and food security status of refugees and whether they are resorting to negative coping mechanisms to meet their food needs. In 2017, UNHCR will update its food security and nutrition monitoring systems to allow for expanded monitoring and analysis of the situation and programmes.

Anticipated areas of intervention in 2017	Key achievements targeted in 2017
Basic needs and essential services	
Food security and nutritional well-being improved	
Expand the use of the IYCF framework and nutrition roadmap	■ The various elements of the IYCF framework and the nutrition road map will be implemented in at least 7 refugee contexts.
Strengthen linkages between reproductive health services and nutrition	■ Joint programming will be implemented in at least 3 refugee situations.
Expand self-reliance projects for food security and nutrition	■ Self-reliance projects for improved food security and nutrition will be developed in at least 2 refugee situations. ■ Joint assessment missions (JAMs) will be gradually expanded to include more documentation of livelihoods and self-reliance strategies in refugee communities.
Improve availability of data to support nutrition and food security decision making	■ The standardized expanded nutrition surveys (SENS) will be revised based on a review of evidence collected between 2011 and 2016.
Improve joint programming at country level	■ Concrete plans of actions will be developed following 75% of JAMs.
Strengthen food security monitoring in the context of livelihood initiatives to better assess impact	■ Food security information will be collected in selected self-reliance and livelihoods projects.
Improve targeting methods for refugee food assistance	■ Targeting approaches for food assistance will be reviewed, and guidance developed.

Water, sanitation and hygiene (WASH)

In situations where UNHCR provides emergency lifesaving WASH services to those fleeing conflict and persecution, the Office will continue ensuring rapid and effective response through needs assessments, making available tools for rapid analysis of data, and the timely deployment of experts. In addition, the Office will expand the number of emergency WASH items available under procurement frame agreements and in its global stockpiles.

Where UNHCR provides long-term WASH services for people affected by protracted displacement, the organization will support the development of multi-year WASH strategies and site-level operational plans to determine needs and gaps, measure progress made against indicators, and develop a common understanding of short (emergency), medium (post-emergency), and long-term (protracted) interventions. Strategies and operational plans will be developed through a collaborative approach, taking into account the principles of refugee protection, cost-effectiveness and sustainability. Country operations will also continue implementing solar water pumping and sanitation "waste to value" solutions, as well as cash-for-WASH programmes, where appropriate.

In line with SDG 6, "Sustainable water and sanitation for all", UNHCR will strengthen advocacy for refugees and displaced people in protracted situations to be included in national WASH development plans. Evidence-based programming will be strengthened by further rolling out the WASH monitoring system, the standardized knowledge attitudes and practice (KAP) survey, the borehole database, WASH infrastructure mapping, and WASH costing tools for improved gap analysis and informed resource allocation. ■

Anticipated areas of intervention in 2017	Key achievements targeted in 2017
Basic needs and essential services	
Supply of potable water increased or maintained, and affected populations live in satisfactory conditions of sanitation and hygiene	
Improve rapid and effective response to WASH in emergencies	■ An additional 6 commonly used emergency WASH items will be made available under framework agreements and global stockpiles.
Strengthen evidence-based programming	■ Monitoring mechanisms (monthly report card and standardized KAP survey) will be rolled out to 6 additional countries for improved gap analysis and resource allocation.
Support the development of multi-year WASH strategies and site-level WASH operational plans	■ 3 priority countries will be supported to develop multi-year WASH strategies and site-level operational plans in order to provide a clear overview of the WASH situation, needs and gaps, progress against indicators, and a description of the agreed short (emergency), medium (post-emergency), and long-term (protracted) plans.
Develop innovative solutions for cost effective and sustainable WASH solutions in protracted situations.	■ 2 country operations will receive support to progress with implementing solar water pumping and sanitation 'waste to value' solutions. ■ 2 country operations will be supported in cash-for-WASH programmes.

Blind Salvadoran couple play dead to flee gang threat

This article is an adapted version of a UNHCR news story.
29 June 2016

MEXICO CITY, Mexico | When gun-toting gang thugs pumped round after round into their home in El Salvador, blind couple Rosario and Victor* grabbed their daughter and threw themselves onto the floor to dodge the bullets.

Minutes later, several figures they could not see broke into the house as they lay huddled on the ground. Victor had draped himself protectively over 10-year-old Natalia and Rosario, who thought they were about to die.

"I was paralyzed, dead throughout every part of my body," Rosario says, weeping as she relives the terror. "But then we realized it was the police and I started to breathe again."

The family had been hounded by the gang, who demanded $500 in "rent" for the two massage therapy clinics they ran in the Salvadoran capital. When the gang doubled its extortion demand, the family shut the businesses and moved house several times to escape their tormenters.

Easily recognizable because of their grey canes, the gang found them time and again but, recognizing their vulnerability, the police came up with a novel – if macabre – way of spiriting the family to safety.

They should play dead.

Placing them on stretchers and covering them with a shroud-like white sheet, the police carried the family out of the house and through the streets of their ramshackle neighbourhood.

Blind Salvadoran refugee Rosario* reaches out for her husband Victor's hand.

"I was not dead, but I felt as though I was," says Rosario. Once clear of the neighbourhood, they joined thousands of people fleeing the street gangs – or "maras"– whose crimes range from murder, rape and extortion to drug dealing, kidnapping and human trafficking.

The police took them close to the border with Guatemala, leaving Rosario and Victor in the care of Natalia. "We were safe but with nothing but our pyjamas," Victor recalls. "We had just $20 that we borrowed when we crossed into Guatemala, guided all the way by our daughter."

Once there, they spent two days sleeping on the street with no food. They were finally helped by a truck driver who helped them cross the border to Mexico, where they sought help at a shelter for migrants.

With the assistance of UNHCR, the family was transferred to another shelter, one with better facilities for the visually handicapped.

"Thousands of men, women and children are now fleeing gang violence in El Salvador, which is now one of the world's most violent countries," said Mark Manly, UNHCR's representative in Mexico.

"Like Rosario and Victor, many have faced extreme risks and are in urgent need of protection."

The couple sought, and were granted, asylum in Mexico, where they are finding a measure of peace. Rosario and Victor would like to start their massage therapy business again, although they still worry about the reach of the gangs. ●

Names have been changed for protection reasons.

Afghan refugee women attend an English class at the Schistos site in Greece.

BUILDING BETTER FUTURES

While the number of people displaced globally has continued to rise dramatically, durable solutions for refugees are becoming ever-more elusive. Despite some positive examples, voluntary repatriation is at its lowest level in three decades and possibilities for local integration remain limited. With so many refugees and IDPs facing years of displacement complicated by few prospects of improved conditions, a growing number of them has sought protection and solutions by undertaking dangerous onward journeys to other States, giving rise to significant protection risks.

On 19 September 2016, UN Member States adopted the "New York Declaration for Refugees and Migrants", committing to develop a Comprehensive Refugee Response Framework for emergencies, as well as long-standing situations of forced displacement. A key goal of the Framework is to encourage greater international cooperation to find solutions for refugees, including through the predictable and timely expansion of resettlement and complementary pathways to provide protection and solutions for refugees.

UNHCR's "Global strategy for livelihoods" (2014-2018) continues to transform the organization's approach to fostering self-reliance among refugees and other people of concern, as well as to achieve comprehensive solutions. The ultimate goal of the Office's livelihood interventions is to enable all people of concern to earn a safe and sustainable living that allows them to meet their basic needs, contributes to their dignity and provides for the full enjoyment of their rights. In addition, it also contributes to comprehensive solutions that address social, cultural, civil and political rights, as well as economic. Achieving protection objectives through national systems — a goal of UNHCR's rule of law and governance engagement — is another important part of this multi-dimensional approach to seeking solutions from the outset of displacement.

In this chapter:

- Pathways to solutions
- Livelihoods and self-reliance
- Finding alternatives to camps
- Providing access to energy

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PATHWAYS TO SOLUTIONS

Multi-year, multi-partner planning

A central pillar of UNHCR's approach to solutions is multi-year, multi-partner planning. Building on lessons learned from ongoing pilots in Costa Rica, Ecuador, Ghana, Senegal, Uganda and the United Republic of Tanzania, 15 more operations will develop multi-year, multi-partner protection and solutions strategies for the next three to five years. The strategies are instrumental in maintaining a longer-term focus on achieving solutions, while ensuring that immediate needs are addressed and that the rights of people of concern are protected. In 2017, regional and country operations engaging in multi-year, multi-partner planning for solutions will receive technical support on issues such as alternative stay arrangements and promoting access to socio-cultural, economic, and civil-political rights and services.

Voluntary repatriation

Voluntary repatriation – supported where appropriate by development assistance to facilitate sustainable reintegration – remains the preferred solution of many refugees. The decision to repatriate voluntarily is an individual one that is affected by a range of factors, including the circumstances surrounding flight and conditions for return.

In 2017, UNHCR will remain focused on supporting free and informed decision-making, and on ensuring the best decision-making environment possible for assisted voluntary repatriation. In host countries and regions, protection teams will continue structured dialogue with refugees and IDPs to better understand their intentions, as well as the obstacles to safe and dignified voluntary return.

In countries and regions of return, UNHCR will continue protection and

return monitoring and reporting, focusing on residents' priorities in return areas. UNHCR will work with returnees and those who did not flee, as well as governments, civil society and international partners to ensure that information on the situation in countries of origin is verified and includes in particular analysis of peacebuilding, justice and security issues that may affect the sustainability of return or trigger reintegration tensions. Such tensions might, for example, be triggered by unresolved housing, land and property issues; representative participation in decision-making fora; and difficulties reintegrating into the labour market.

Interventions by UNHCR and its partners in return areas are designed to meet local needs, and might include collaborating on programming with development actors, as well as support for returnee participation in transitional justice initiatives; land restitution programmes; conflict resolutions mechanisms; and regional priority setting on education, healthcare, livelihoods, civil registration and infrastructure programming that is inclusive of all residents.

Monitoring and reporting on return conditions and protection risks and obstacles are particularly important in places where individuals return, despite conditions not yet being conducive to large-scale safe and durable repatriation. It is particularly important where refugees and IDPs need to make decisions, when conditions are not ideal for UNHCR to focus on ensuring that all refugees have access to balanced information, and to undertake advocacy in both areas of refuge and return to address the priorities and questions of people of concern.

Collaboration with partners on community-based initiatives to support greater connections between returnees and national civil society is critical in order to identify and collectively address protection objectives. UNHCR will also continue advocating the maintenance of protection space in asylum countries and regions of displacement so that neither refugees nor IDPs feel compelled to return home prematurely.

Local integration

UNHCR continues to pursue a comprehensive approach to local integration. As part of the Office's commitment to exploring all pathways to solutions for the displaced, UNHCR will strengthen its analysis of opportunities for naturalization or permanent residency for refugees, and local registration for IDPs. Especially in situations where displacement is long-standing, the Office will continue advocating for opportunities for some individuals to take up local solutions, including for those who have connections to their host communities through marriage, business and cultural ties.

People's different experiences mean that multiple solutions need to be available at the same time. This means that even when voluntary repatriation becomes an option for some, legal local integration needs to remain available for others. Exploration of options with countries and regions of asylum for some people's continued residence in places where they have built their lives will include work with regional bodies, and with host governments and mixed communities in hosting areas, so that displaced populations can benefit from all possible opportunities for stable and secure futures.

The inclusion of refugees and IDPs in local schools supports socio-cultural engagement with host communities. Successful inclusion in national education systems is dependent on multiple factors, including teacher availability and preparedness to manage a more diverse student base; infrastructure and safe access to schools; the individual refugee family, and community cohesion. It is important for refugee children to feel safe and accepted in schools, as in the broader host community, and for refugee families to enjoy their rights so that the education of both girls and boys can continue.

Similarly, the successful inclusion of children and young people in national education systems is greatly facilitated by a strong initial emphasis on language acquisition. More broadly, fluency in local and official languages can facilitate access to justice, security, employment, housing and healthcare for refugee families, all of which are crucial enablers for the full impact of educational opportunities to be realized.

Resettlement

Resettlement continues to be an essential tool to assist refugees facing specific or urgent protection risks. Resettlement has also grown in importance as a tool for responsibility-sharing with countries hosting large numbers of refugees, and is a significant feature of the new CRRF.

The scope of resettlement has significantly expanded in recent years, with many States increasing their resettlement quotas or establishing new resettlement programmes. As a result, the number of cases submitted for resettlement by UNHCR to States will rise to a target of 200,000 in 2017, up from 74,800 in 2012. Nonetheless, the needs remain significant with UNHCR estimating that in 2017 almost 1.2 million refugees will be in need of resettlement. Syrians make up almost 40 per cent of this number, reflecting the continuing deterioration of the conflict. Refugees from countries including Afghanistan, the Democratic Republic of the Congo and Sudan will also continue to have resettlement needs.

Throughout 2016, UNHCR worked to increase its resettlement processing capacity and to strengthen its ability to identify refugees in need of resettlement, including by enhancing registration and community-based protection activities. The increase in resettlement submissions was also made possible due to the willingness of resettlement States to consider new processing modalities, and a number of new innovative approaches emerged, including from the Syria context.

While the upscaling of resettlement processing will continue in 2017 in

order to meet enhanced global quotas, UNHCR will also continue strengthening its capacity and increasing the efficiency of its resettlement activities. To this end, the Office has launched a resettlement innovation project to develop new approaches and ensure that UNHCR's resettlement activities are "fit-for-purpose" to meet contemporary challenges.

The expansion of the global resettlement quota base remains a priority. At least 15 countries will be at different stages of developing new resettlement programmes in 2017. Experience has shown that poorly designed or insufficiently resourced resettlement programmes can result in legal, administrative or social challenges for arriving refugees, jeopardizing the protection and permanent solution that resettlement is meant to provide. Investing from early phases in the design and planning of resettlement programmes ensures their viability and a better and more targeted allocation of resources. In 2017, UNHCR will accompany new and emerging resettlement countries through this design process, helping them with identifying gaps in their programmes, with capacity building, and by analysing and disseminating best practices from experienced resettlement countries.

Complementary pathways to protection and solutions

Despite the significant increase in resettlement programmes, available places are limited relative to the global refugee population. For this reason, States, UNHCR and other partners are working towards the creation of additional, complementary pathways that offer protection and solutions in third countries. This will give the international community greater capacity – individually and collectively – to share responsibility for protection and solutions.

Complementary pathways afford refugees a wider range of mechanisms to safely and legally access protection and solutions, including through opportunities for work, study, and family reunion. For refugees who independently take up such opportunities, destination countries and sponsors need to be alerted to the specific situation of people found to be in need of international protection under international law.

In 2017, UNHCR will support the development and implementation of a framework for complementary pathways for admission, and provide tools to States, civil society actors and refugees to inform the identification, development and expansion of such avenues.

The Office will analyse and document existing opportunities and approaches and start building the evidence base for programming.

So that refugees can make informed decisions, UNHCR will encourage governments and other partners to make accurate information on complementary pathways available to them. The Office will facilitate links between refugees in countries of first asylum and national and civil society bodies in potential destination countries to ensure that refugees understand the practical and legal issues involved in taking up such opportunities.

Furthermore, in 2017 UNHCR will advocate with governments to ensure that existing programmes and administrative systems are made accessible to refugees. It is recommended, for example, that programmes to help refugees find employment include information for both employers and refugees on access to mechanisms that protect the rights and safety of workers. Accurate and authoritative information on national laws and policies should be provided to organizations seeking to support refugees in their applications for study, work or family reunion.

Some States are also exploring the potential for refugees to take advantage of regional agreements which create opportunities for temporary or permanent movement between countries, such as labour mobility schemes initially created to fill labour market shortages.

In order for complementary pathways to provide sustainable protection and solutions for refugees, it is important that States: establish protection safeguards for those with ongoing protection needs; support refugees in their search for safe and legal avenues; and mitigate the risks associated with irregular movements.

For these reasons, in 2017 – and in line with the CRRF – UNHCR will assist States and other partners to ensure that refugees are able to take up opportunities for work, study, and family reunion in third countries, as a means of achieving both interim and longer-term protection and solutions. It will be important to build networks between refugees and possible host communities worldwide, enable information exchanges on available pathways, and address hurdles before and after travel, including by ensuring that refugees have access to Convention or other travel documents.

Addressing longer-term needs in partnership

UNHCR is strengthening its collaboration with partners, including development actors, to better meet both the short-term humanitarian needs of displaced people, as well as longer-term development goals for both the displaced and their host communities. At the country level, UNHCR will continue advocating for the inclusion of displaced people in national development planning. Alongside UNDP, the World Bank, International Rescue Committee (IRC) and governments, the Office will also continue working within the Solutions Alliance (see *Glossary*) to find solutions to displacement by combining the resources and expertise of a diverse network of actors. Solutions Alliance national groups are already in place in Somalia and Zambia, with the establishment of new groups planned for Uganda and Tanzania in 2017.

UNHCR is expanding its collaboration with the Japan International Cooperation Agency (JICA) and UNDP to find solutions for displaced people in Cameroon, Iraq, Jordan, Lebanon, Serbia, Turkey, Uganda, Ukraine and Zambia. Building on recent achievements in assessing the economic impact of refugees on host economies, UNHCR and the World Bank will continue strengthening their partnership through systematic collaboration at the regional and country levels. The cooperation between UNHCR and the OECD will also be enhanced, with a view to securing access to jobs for refugees, as well as complementary pathways for admission to OECD countries.

Anticipated areas of intervention in 2017	Key achievements targeted in 2017
Durable solutions	
Potential for resettlement realized	
Submit resettlement cases	▪ Approximately 200,000 individuals will be submitted globally for resettlement consideration. ▪ Technical support and assistance will be provided to approximately 20 emerging resettlement countries. ▪ A full evaluation of UNHCR's resettlement procedure will be undertaken with a view to maximizing efficiencies, avoiding redundancies and preserving quality and integrity.
Arrange resettlement departures	▪ UNHCR will continue working with counterparts to increase the number of departures, with a view to ensuring available quotas are fully utilized.
Ensure the integrity of the process	▪ A new policy on preventing and responding to fraud committed by people of concern in the context of resettlement procedures will be implemented. ▪ Multi-functional technical anti-fraud assessment missions will be undertaken to provide support and advice to UNHCR operations on minimizing fraud.
Training and capacity building	▪ Training and capacity building will be conducted to implement the new policy on fraud committed by people of concern. ▪ Training tools will be developed to assist emerging countries to set up resettlement programmes. ▪ Training on resettlement policy and procedures will be conducted at field level to capacitate UNHCR staff involved in resettlement operations.

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Anticipated areas of intervention in 2017	Key achievements targeted in 2017
Comprehensive solutions strategy developed, strengthened or updated	
Conduct comprehensive solutions profiling of population	■ A more consultative methodology for conducting "intentions monitoring" for people of concern will be rolled out to field operations. ■ Profiling will be undertaken amongst selected protracted populations to identify preferred solutions.
Develop and implement strategy	■ Multi-year and multi-partner protection and solutions strategies will be developed in 21 countries and supported, where appropriate, by "Seeds for Solutions" funding. ■ Programming for Protection learning modules on strategy development will be made available to country office multi-functional teams.
Support and expand complementary pathways	■ Complementary pathways for refugees to third countries will continue to be facilitated, providing mechanisms to enhance protection and solutions. ■ Capacities and partnerships will be strengthened in the identification, development and expansion of complementary pathways.
Coordination and partnerships strengthened	
Strengthen development partnerships	■ Partnerships with development actors will be established or strengthened at regional, national and global levels, including through the Solutions Alliance.
Potential for voluntary return realized	
Support voluntary return in safety and dignity	■ Refugees will be supported to voluntarily return in safety and dignity in situations where conditions permit. ■ Improved guidance will be provided to field operations with the release of an updated handbook on voluntary repatriation. ■ Structured dialogues will be continued with refugees in countries of asylum and with IDPs and returnees in countries of origin in order to plan for/support sustainable reintegration. ■ Multi-Year, Multi-partner Solutions strategies will be systematically developed by UNHCR, together with national authorities, development partners and other stakeholders, for the reintegration of refugee and IDP returnees.
Community empowerment and self-reliance	
Improve UNHCR capacity, partnerships and tools to ensure the perspectives of communities of concern to UNHCR inform solutions initiatives	■ 3 perception surveys will be conducted to identify obstacles to accessing rights and related national services from the perspective of affected communities. ■ Obstacles identified through perception surveys will be addressed through partnerships and enhanced operational support.
Potential for integration realized	
Make integration more sustainable	■ Proactive work with governments and UN Country Teams will be undertaken to support the inclusion of refugees, asylum-seekers, IDPs, returnees and stateless people in local and national development plans. ■ 3 country operations will carry out self-assessments to identify gaps in institutional governance, as well as administrative mechanisms for refugee protection and service delivery.
Strengthen capacities for including people of concern into national, regional and global processes related to housing, land and property rights	■ 3 country-level housing, land and property projects will integrate the specific needs of people of concern, supported by development actors. ■ Guidance on housing, land and property rights will be disseminated to UNHCR staff. ■ Guidance on implementation of the "Pinheiro principles on housing and property restitution for refugees and displaced persons" in the Middle East and North Africa region will be developed and disseminated, together with OHCHR.

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LIVELIHOODS AND SELF-RELIANCE

Access to livelihoods enables refugees to live active, productive and dignified lives. By building stronger ties with host communities and a sense of shared interest, livelihoods activities contribute to a favourable protection environment in which refugees are better prepared for durable solutions, whichever form they may take in the future.

UNHCR's "Operational guidelines on the minimum criteria for livelihoods programming" (March 2015) seek to ensure that investments in livelihoods programming have a measurable impact for refugees and the communities hosting them. The guidelines require that UNHCR operations develop livelihoods programming that is context-specific, appropriately targeted and informed by quality socio-economic and market assessments. The minimum criteria foresee that technical expertise is provided for livelihoods programming, which is implemented by qualified partners and linked with government, development and private sector initiatives. UNHCR's livelihoods programming adopts an integrated approach that engages host communities and seeks to build social cohesion.

Inclusive sectors

In 2017, UNHCR will continue to support refugee access to opportunities in the agriculture and artisan sectors, which have high growth potential and offer prospects for absorbing refugee labour. Aside from consultations with business community members, UNHCR is seeking to collaborate with strong retailer partners who can source products made by refugees in different countries. By the end of 2016, the minimum criteria for livelihoods programming will be released as an Administrative Instruction, making it mandatory for operations to progress towards compliance with the minimum criteria, and making full compliance mandatory as of 2020.

The artisan sector

Artisan work provides entrepreneurial opportunities for refugees, notably women, who have specialized skills which have been passed down the generations and perfected over a lifetime. The global market for artisan crafts is significant and expanding. The artisan sector, behind the agricultural sector, is the second largest employer in the developing world and by 2012 international trade in artisan crafts was valued at over $32 billion. In refugee settings, artisan work is often used to bring women together to offer training or therapeutic activities. However, in order for artisan activities to meet refugees' economic needs, investment and a valid business model with direct links to relevant markets are required.

UNHCR's refugee artisan project seeks to support refugee artisans develop an income source and cultivate market connections. In 2017, UNHCR will expand its work in offering market access to a greater number of refugee artisans through the implementation of a new artisan strategy, which centres on the following four key elements:

- An innovative marketing platform – UNHCR and its partners will showcase the product made by refugee artisans and connect them to buyers around the world via a marketing platform that forms an integral link in the artisan value chain.
- Strategic partnerships – while UNHCR will play a coordinating role, the initiative will require the engagement of experienced technical partners. The organization will expand strategic partnerships in the areas of product design; communications and marketing; connection to markets, logistics, skills and training; and technology. Private sector companies, development actors and other UN agencies, such as the

International Trade Centre (ITC), will also be engaged to contribute to the project in their areas of expertise.
- Local business engagement – UNHCR aims to create sustainable value chains for refugee artisans by partnering with local, socially responsible enterprises in host countries to provide training and manage orders, production and logistics. Selected businesses will receive technical support and capacity building with a view to sustainably incorporating product lines made by refugees into their operations, creating new market links and stimulating local economies.
- Fresh product design – refugee artisans will be able to create appealing products for the global marketplace.

The "graduation approach"

The "graduation approach" is an ambitious strategy to enable refugee and local families to progressively move out of extreme poverty and access sustainable livelihood opportunities. Since 2013, UNHCR and partners have been piloting the graduation approach in urban and rural settings in five countries, with plans to expand the initiative to include some 20 countries within the next three years. In pilot countries, the graduation approach has enabled refugees to meet their basic needs, develop skills, adopt strong savings habits, establish their own businesses or find employment opportunities in the local job market.

As part of the graduation approach, each refugee participant has a personal mentor guiding them throughout the programme, tailoring support to individual needs and assisting them to access services and rights. A recent evaluation of the pilot in Egypt found that 750 participants from the refugee and host communities obtained employment and almost 800 people started their own businesses.

Promoting entrepreneurship

Looking forward, promoting refugee self-reliance through entrepreneurship is a key priority for UNHCR. In many countries, refugees are successful entrepreneurs, trading and offering services to host communities where national laws, policies and economic conditions allow. Their success often depends on business development services, including training and access to tools, raw materials and other productive assets, as well as to financial services, including credit and savings facilities. UNHCR is seeing success where these basic elements are in place. Refugees in Rwanda and Uganda have the right to work and to set up their own businesses, which has led to job creation and increased trade both nationally and regionally. In Ecuador, UNHCR and the Pontifical Catholic University of Ecuador have developed a "business incubator model" that provides both refugees and people from the host community with the entrepreneurial skills to develop their business.

Promoting the right to work

There have recently been encouraging developments in national labour laws and policies in several refugee host countries: promoting the inclusion of refugees in the formal labour sector, liberalizing employment laws and regulations, and considering the creation of free-trade zones where refugees can also work.

Nevertheless, there is scope for further progress. In 2015, only one in four refugees around the world was able to earn sufficient income to meet their basic needs. Many live in countries and communities with high unemployment among nationals, which discourages governments from providing refugees with access to employment. Jobs that are available are often poorly paid, insecure or part of the informal sector. Restrictions in national laws and policies, as well as practical obstacles such as skills gaps, language barriers and discrimination, can also limit opportunities for refugees to work.

Livelihoods partnerships and cooperation

UNHCR's work on livelihoods is supported by an advisory board, made up of representatives from academia, the private sector, and development experts. The Office is also expanding its partnership with the ILO, focusing on the promotion of inclusive and equitable access to decent work and livelihoods; support to host communities; and efforts to counter economic exploitation, including child labour. Together with the ILO and ITU, UNHCR is developing technically sound, market-based livelihoods interventions to include refugees or enhance their role within value chains and support entrepreneurship. Further, in partnership with SIDA, UNHCR is seeking to establish a global credit guarantee facility that will incentivize lending to refugees by reducing the risk financial service providers face. SIDA, on behalf of the Government of Sweden, will cover 50 per cent of the default in case of loan write-offs.

More generally, UNHCR is broadening its collaboration with the private sector to create employment opportunities for displaced populations. Together with the OECD, UNHCR is supporting the business community in Europe to enhance refugee employment. As part of the Solutions Alliance, the Office is also exploring innovative ways to involve the private sector in finding and supporting solutions for the forcibly displaced.

UNHCR will continue working with ILO on supporting an enabling environment for refugees' self-reliance, building on the positive developments in 2016. Since March 2016, UNHCR and ILO have been developing practical guidance on the application of policy measures to facilitate access to the labour market in a manner that yields positive gains for UNHCR's people of concern, as well as host working populations. In addition,

UNHCR will continue to engaging in the review of ILO Recommendation 71, which explains how the labour market can contribute to peace and security. With the adoption of the Guiding Principles and the possible update of Recommendation 71, both agencies are preparing to receive technical requests for assistance from Member States in 2017 and 2018, and are developing a joint action plan. ■

Anticipated areas of intervention in 2017	Key achievements targeted in 2017
Favourable protection environment	
Law and policy developed or strengthened	
Advocate for law and policy to protect, respect and fulfil the right to work for refugees	■ A position paper on the right to work for refugees will be issued to "promote the right to work and the right to development", in line with the first objective of UNHCR's "Global strategy for livelihoods". ■ International protection expertise will be provided as part of the ILO's standard setting processes on decent work and access to employment for people of concern.
Durable solutions	
Self-reliance and livelihoods improved	
Support enabling environment for refugees' self-reliance	■ Collaboration with governments, civil society and the private sector will be undertaken to support an enabling environment for refugee self-reliance.
Increase technical capacity of UNHCR country operations in livelihoods programming	■ Roster of livelihoods experts will be expanded. ■ Technical support missions will be conducted to at least 15 country operations. ■ 2 technical training sessions on livelihoods will be organized targeting UNHCR and partner staff. ■ The livelihoods e-learning programme will be expanded. ■ Over 70 operations with a livelihood budget will progress towards compliance with the minimum criteria for livelihoods programming.
Improve strategic planning for livelihoods	■ Socio-economic assessment and market-analysis will be conducted in 7 additional country operations. ■ Country-specific livelihoods strategic plans will be developed in at least 10 additional country operations.
Support refugees to access international markets	■ Support will be provided to improve the quality of refugees' artisanal products in 3 additional country operations. ■ Partnerships with businesses and employers will be expanded at global and country levels. ■ Purchase orders will be obtained for refugee-made artisan products from 3 additional countries.
Achieve more employment and self-employment for poor and ultra-poor refugees in a coordinated manner	■ The "graduation approach" will be expanded to include a total of 20 additional countries in the next 3 years benefitting 37,000 refugee households. ■ Design and monitoring missions will be conducted to 7 country operations adopting the "graduation approach" in 2017. ■ Partnerships with development actors will be enhanced and developed.
Enhance the enabling environment for refugees livelihoods	■ Training targeting 5 microfinance institutions will be organized. ■ Guidelines on refugees' access to financial services will be released. ■ The credit guarantee facility will be launched.

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FINDING ALTERNATIVES TO CAMPS

Launched in July 2014, UNHCR's "Policy on alternatives to camps" advocates for the creation of opportunities enabling refugees to live meaningful, dignified, and independent lives as members of their host communities. In 2016, UNHCR focused on strengthening synergies with national development planning and advocating the inclusion of refugees in national systems such as health and education. The growing collaboration with the World Bank has also been strongly influenced by the objectives of the policy.

UNHCR's diagnostic tool for alternatives to camps is used to: analyse the status of policy implementation; track policy changes, opportunities and actions; and identify priority actions. In 2016, the diagnostic tool was used to examine 90 operations supporting some 15.7 million refugees. The results show advances made since 2015, including an increase in the use of cash-based interventions, as well as stronger advocacy on providing refugees with access to national services. By 2017, UNHCR will be in its third round of self-assessments using the diagnostic tool. This will enable a broader analysis of the major trends, achievements and challenges in transitioning towards more

integrated settlements for refugees and developing sustainable alternatives to camps.

Throughout 2017, UNHCR will build on achievements made in some key operations. In Chad, UNHCR will continue its work with the World Bank and national stakeholders to facilitate the peaceful and sustainable inclusion of refugees from two southern camps, Amboko and Gondje, into host communities.

It will work to enhance access to services and livelihood opportunities for both refugees and host communities in Chad by building local capacities to deliver essential services across sectors such as education, health, water and sanitation, and environmental protection. In Rwanda, where refugees enjoy a range of freedoms and rights, UNHCR will build on the 2016 collaborative strategy between the Government and UNHCR. Entitled "Economic inclusion of refugees in Rwanda: a strategy for furthering economic development in Rwanda through refugee self-reliance (2016-2020)", the strategy aims to transform refugee camps from dependent societies into vibrant market-based economies. ■

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PROVIDING ACCESS TO ENERGY

Almost 10 million forcibly displaced people are living in camp settings and the vast majority have minimal access to energy for cooking, lighting, education or livelihood activities. UNHCR is focused on increasing access to clean energy, which could greatly improve the health and well-being of millions of people of concern.

The organization's "Global Strategy for Safe Access to Fuel and Energy (SAFE)" was developed in 2014 to mainstream consideration of energy issues across UNHCR operations. The strategy will be revised during 2017 to build on lessons learned and successes, create clear implementation methodologies, and increase the impact of interventions.

Access to energy services is being made affordable for an increased number of low-income families through innovative financing mechanisms allowing purchase through a series of small payments, removing the need for capital investment ("pay-as-you-go"). UNHCR, in collaboration with partners, is establishing such system for the first time in Dollo Ado, Ethiopia, through refugee and host community entrepreneurs. This will enable households to purchase their own solar home energy systems in multiple affordable steps over time, replacing expensive and polluting fuels. UNHCR intends to roll out this pay-as-you-go model to other operations in future.

Energy and environment partnerships and cooperation

UNHCR will continue collaborating with a range of partners to find innovative and sustainable ways to meet refugees' energy needs. It is working with the IKEA Foundation and KfW Development Bank on renewable energy projects, including the construction of solar power plants in refugee camps in Jordan, and collaborating with the Global Alliance for Clean Cookstoves and Berkeley Air Monitoring Group on the development of clean cooking technologies. UNHCR continues to contribute to advocacy efforts, such as the UN Secretary-General's Sustainable Energy for All initiative.

As part of the Moving Energy Initiative, UNHCR is partnering with Energy 4 Impact, Practical Action, NRC and DFID to develop sustainable energy solutions for heating and cooling, cooking, lighting, electrification, and water and sanitation, with the aim of enhancing access to energy for displaced populations in Burkina Faso, Jordan and Kenya. In 2017, UNHCR will strengthen its technical capacity on energy issues through the establishment of an external energy expert panel and deepened collaboration with Engineers Without Borders, the private sector and NGOs. Partnerships with academic institutions, such as the Danish Technical University and MIT, will also remain key in improving access to clean energy for people of concern.

MSB and the Swiss Agency for Development Cooperation are supporting UNHCR's efforts to reduce environmental degradation and over-exploitation of natural resources in displacement contexts, as well as to strengthen access to livelihoods in refugee camps and host communities. In 2017, UNHCR hopes to partner with the Green Climate Fund and UNITAR to promote climate resilient programmes and climate-related education in selected operations. The Office will work with the FAO to build resilience among displaced people and also plans to further explore climate financing projects in 2017, in collaboration with Carbon Africa, "atmosfair" and the Uganda Carbon Bureau.

Moving towards climate neutrality, UNHCR is developing a strategy on alternatives to generators with other agencies and private sector actors. The strategy will use innovative financing mechanisms and the latest renewable energy technologies to provide power in emergencies and protracted situations, reducing reliance on fossil fuels, lowering operational costs and minimizing carbon emissions. Employing the latest renewable energy technologies will also provide an innovative way to reduce the environmental footprint of UNHCR operations, and a model is being designed for the operation in Zimbabwe, to be implemented from early 2017.

UNHCR and other humanitarian agencies face challenges in meeting the cost of providing basic energy to refugees living in camps, estimated to exceed $500 million per year. The Office is applying for accreditation to the Green Climate Fund, which would allow it to seek funding for climate-smart energy and environmental programmes for its operations starting in mid-2017. ∎

Anticipated areas of intervention in 2017	Key achievements targeted in 2017
Basic needs and essential services	
Population has increased access to clean energy	
Create lighting solutions to improve safety during hours of darkness	■ Refugee communities in selected operations will be involved in developing public lighting solutions through the UNHCR community lighting guide, to be completed in 2017. ■ Solar mini-grids will be installed in Ethiopia and Nepal to provide lighting and electricity. ■ New approaches to households and community lighting will be developed and integrated into emergency responses.
Increase access to energy products and services Promote livelihoods in clean energy	■ Communities will have improved access to energy products and services through increased private sector involvement in humanitarian settings. ■ At least 200 entrepreneurs from refugee and host communities will receive technical and business training in renewable energy systems. ■ More than 10,000 homes will purchase their own solar home energy systems through creation of local businesses, which provide energy services.
Reduce carbon emissions Lower operational costs	■ Over 40,000 households will have access to clean electricity through large-scale solar power plants in Jordan. ■ A solar water pumping guide will be developed to reduce diesel consumption. ■ Alternatives to generators will be developed and procured to maximize use of renewable energy and reduce use of fossil fuels, with pilot projects in at least 5 operations.
Improve health and well-being through safe energy initiatives Reduce deforestation Enable clean cooking	■ Comprehensive assessments and feasibility studies will be carried out in at least 5 countries to develop optimal fuel solutions and identify business potential for biofuel production. ■ Procurement specifications for improved cooking stoves and a participatory guide to clean cooking for refugees will be finalized.
Build capacity and expertise and strengthen partnerships	■ Innovation and technical capacity will be strengthened through collaborative partnerships with the private sector, academia and other humanitarian agencies. ■ At least 2 additional expert energy staff members will be recruited to plan and implement successful interventions.
Refine and improve energy interventions through monitoring and evaluation	■ Project impacts will be fully assessed using a new monitoring and evaluation toolkit, allowing lessons learned to feed into improved interventions.

Refugees find chance to flourish in German workforce

This article is an adapted version of a UNHCR news story.
17 August 2016

BERLIN, Germany | The task is significant. Germany's Federal Labour Office says it advised 322,000 asylum-seekers and refugees looking for work in July 2016 alone. Many struggle with the language and missing paperwork and others find they must re-train and embark on a new career.

For the determined, opportunities are there. Newcomers training with some of Germany's top firms say landing a job means more than just a pay packet. Work means integration, acceptance, recognition and self-confidence.

A year after arriving in Germany, Syrian programmer Sana Dawod is working full-time at SAP, a multinational firm that develops software for businesses.

With a degree in IT engineering, Sana worked for four years as a web developer and illustrator for a children's NGO in Damascus. When war broke out, she braved the chaos and violence and kept working.

"We struggled on for years in Syria, stayed in the hope that things would get better," she said.

Sana's male relatives fled to Europe after her brother was killed. She and a sister hung on in Damascus for two more years, waiting for news of a missing relative.

When the rumours of his death came, they had nothing left to stay for. "In the end we lost all hope," she said. In April 2015, Sana joined

© UNHCR/Aubrey Wade

A year after arriving in Germany, Syrian refugee Sana Dawod, 30, has secured a job as a software engineer at SAP.

relatives in Ludwigshafen, south-west Germany, and started looking for work. She spotted a social media post in internships for refugees at SAP's headquarters nearby, applied immediately and was accepted.

In January, she started as one of 80 refugees and asylum-seekers on a six-month paid internship with SAP.

For Sana, there was a lot to take in.

"Everything was new. New company, new culture, new colleagues, new language, new technologies," she said. "My previous experience helped, but there was a lot to learn about the most modern technologies."

It was not only new code that Sana was learning. Suddenly she was in a German workplace, surrounded by an international team. "Working here

helps a lot with integration," said Sana, who attended a German language and integration course alongside her internship.

Her mentor, Rene Laengert, was impressed with her progress, and when an opening arose in his team he encouraged Sana to apply. "She's really done well at picking up the technologies we use," he said. "This artistic flair with the technical background—that's a super combination."

Earlier this month, Sana started on a full-time contract. She said landing the job was a key step in putting her new life on track. "Working here has really helped me to think positively," she said. "Before the war, we had good lives so it's strange to be labelled as a refugee and rely on others. I hope to stand on my own two feet as soon as possible." •

Volunteers from the host community build the roof for Nyumanzi reception centre in the district of Adjumani, Uganda.

SUPPORTING UNHCR'S WORK

UNHCR increasingly relies on the capacity, expertise and resources of a broad and diverse network of partners to protect and assist millions of people of concern to the Office. Given the ongoing scope and scale of contemporary humanitarian emergencies and protracted crises, developing new and innovative approaches to partnerships is a key priority for UNHCR.

This chapter highlights the important role that organizational and institutional partners, the private sector and celebrities play in leveraging support for people of concern, including by: raising awareness about their plight and the Office's work to assist them; enhancing UNHCR's capacity and expertise; and mobilizing crucial funding.

In this chapter:
- Working in partnership
- Mobilizing the private sector
- Celebrity support

© UNHCR/Firas Al-Khateeb

WORKING IN PARTNERSHIP

UNHCR works with more than 900 partners in some 100 country operations around the world. The Office also entrusts partners with approximately 40 per cent of its annual budget to undertake programmes and projects that provide protection, assistance and solutions to people of concern. More than one-third of UNHCR's partners are national organizations. UNHCR has undertaken a consultative process in implementing its "Enhanced framework for implementing with partners" aimed at strengthening these partnerships, as well as operational performance and accountability. The Office is particularly focused on strengthening the capacity and engagement of national first responders, including through direct funding.

The Office values its relationship and engagements with partners in country operations and supports the outcome of an annual independent survey conducted by the NGO Hebrew Immigrant Aid Society on the perception and opinion on the status of NGO partnerships. According to the survey's results, UNHCR

commits to taking concrete measures and engaging in greater dialogue for further improvements. UNHCR is collaborating with UNICEF and WFP in order to simplify and harmonize management processes for partnerships. Partners will also be actively consulted in this regard.

Implementing the Refugee Coordination Model (RCM)

For complex refugee situations requiring a coordinated response, UNHCR plans and implements activities with partners under the RCM, which emphasizes the principles of empowered, inclusive and transparent leadership and collaboration. In addition to the UNHCR-OCHA joint note on mixed situations, the RCM provides a framework for leadership and coordination in both refugee operations and complex humanitarian emergencies.

Under the RCM, UNHCR assumes the lead role in refugee emergencies, nominating regional refugee coordinators to lead both the strategic

planning process to develop protection and assistance strategies. These coordinators are also responsible for joint fundraising and advocacy for refugee responses, as appropriate. The Office will continue to ensure that the coordination, planning and delivery of refugee responses are effective, collaborative and based on principles of partnership. In this regard, regional refugee coordinators systematically engage with States and partners to ensure that responses adequately reflect operational realities, such as national and international partnerships and projects.

UNHCR believes that the inclusive nature of the planning process and the underlying protection and solutions strategy are key, but that the systems and processes to support these coordination and response mechanisms can always be fine-tuned and adapted to the context. The organization will ensure colleagues and partners are trained and familiar with the RCM and RRP.

For situations requiring a coordinated international humanitarian response, UNHCR will also ensure its staff is trained and familiar with other systems such as the IASC-mandated humanitarian response plans and their associated suite of processes and tools, including the humanitarian programme cycle, and country-based pooled funds. UNHCR is fully committed to working with partners throughout the humanitarian programme cycle, contributing to an integrated approach to needs assessment, planning, implementation, monitoring and resource mobilization.

Inter-Agency Standing Committee (IASC)

UNHCR is an active and long-standing member of the IASC — the primary mechanism for inter-agency coordination of humanitarian assistance — and as such, is committed to the principles of collective action, including through strengthened partnership with the development sector. In 2017, within the IASC, UNHCR will continue promoting the "Centrality of protection in humanitarian action statement", as well as the implementation of policies on accountability to affected populations. The Office will also ensure that refugee programmes form an integral, yet distinct, part of the overall humanitarian response, and that UNHCR plays a robust role in non-refugee situations, notably through its designated cluster responsibilities.

Engaging with United Nations Headquarters

UNHCR's Liaison Office in New York (LONY) will support the organization's engagement in UN Headquarters processes relevant to UNHCR, including playing a key role in follow-up to the 19 September United Nations Summit for Refugees and Migrants. This will

Refugee Response Plans (RRPs) are comprehensive inter-agency plans designed to respond to refugee emergencies. They are a key feature of the Refugee Coordination Model, as the vehicle through which leadership and coordination of a refugee response may be exercised. An RRP articulates the protection and solution priorities; describes the needs of refugees, host communities, and other people of concern; identifies relevant responsible actors; and defines the financial requirements of all the humanitarian actors. It builds on national preparedness measures and existing contingency plans.

involve working with Member States, sister agencies, other international organizations and NGO partners through consultations leading to the "Global compact on refugees" in 2018. Additionally, LONY will support efforts to develop a Global Compact for Safe, Orderly and Regular Migration.

UNHCR will continue to strengthen its engagement as a member of the United Nations Development Group (UNDG), including by co-chairing its Human Rights Working Group. UNHCR will also continue to support the "Human rights up front" (HRuF) initiative of the Office of the Secretary-General, including through the secondment of a senior staff member, as well as through active engagement in the Senior Action Group integrated task forces, and regional quarterly reviews.

Sustainable development

The realisation of the 2030 Agenda for Sustainable Development at national and global levels will enable UNHCR to advocate more effectively for the inclusion of people of concern in national development plans. This will deepen UNHCR's engagement and collaboration with development partners, primarily in the areas of planning, operationalization, data collection and advocacy. The pledge to "leave no one behind" provides an opportunity to ensure that all people of concern to UNHCR, including the stateless, and who are not explicitly referred to in the 2030 Agenda, are able to benefit from the progress envisioned under the SDGs.

UNHCR, along with its partners, plans to work together at the field level to ensure that people of concern reap benefits from national services and social security platforms aimed at the progressive realisation of their rights.

Promoting partnerships

UNHCR will continue fostering bilateral partnerships with UN sister agencies and major international NGO partners, further exploring complementarities in expertise and resources. The Office will support regular strategic discussions with partners to identify common priorities and establish Memoranda of Understanding as appropriate. It will also continue its outreach activities with regional and thematic consortia, as well as with key NGOs, to consolidate partnerships and address potential gaps.

UNHCR's three-day annual consultations with NGOs remain an essential platform and unique opportunity for debate and exchange on regional and thematic issues. These consultations also provide an opportunity to explore fresh collaboration on advocacy and operational issues. With more than 500 participants from around the world, the 2017 UNHCR-NGO Consultations will engage an even more diverse range of actors, from civil society to the private sector.

The High Commissioner's structured dialogue with NGOs and the International Red Cross and Red Crescent Movement was evaluated in 2016 after having been rolled out in a number of field operations during the past four years. With partnership issues and modalities evolving fast, in particular as a result of the World Humanitarian Summit, any future structured dialogue between UNHCR and other NGOs will be required to take this evolution into account, as well as be better embedded with UNHCR's other partnership-related initiatives. For example, this would include coordinating the dialogue with other partnership initiatives of UNHCR such as the roll out of the RCM, the programme planning support missions conducted by DPSM, or the emergency preparedness missions by DESS, which also look at partnerships with NGOs.

World Bank

UNHCR is working with the World Bank to develop opportunities for refugees and other people of concern through inclusive economic and development policies, approaches and facilities at the national and regional level.

In recent years, the World Bank and UNHCR have deepened their collaboration, working together to build an evidence base on root causes and solutions to displacement, as well as a study of the economic impact of refugees on host economies. Building on three joint regional studies in Africa, in 2016 UNHCR and the World Bank authored a fourth regional study focused on the economic impact of displacement in the Lake Chad Basin due to Boko Haram induced violence. These studies have led to follow-on projects in the Democratic Republic of the Congo, Djibouti, Ethiopia, Nigeria, Uganda and Zambia. Project planning is underway in Cameroon, Chad, Kenya, Niger and the United Republic of Tanzania. In Turkana county in Kenya, the two organizations are preparing an initiative aimed at reorienting refugee assistance to improve the socio-economic conditions of both refugee and the host communities; to better prepare the host community to take advantage of emerging economic opportunities; to reduce over-reliance on humanitarian aid, and to prepare refugees for durable solutions. Other initiatives include a poverty and welfare analysis of Syrian refugees in Jordan and Lebanon and an enhanced policy dialogue through joint thematic workshops. In 2017, a technical expert exchange programme will benefit from the work on socio-economic data in Cameroon, Chad, Ethiopia, the United Republic of Tanzania and Uganda.

World Food Programme

In many protracted situations, where prospects for durable solutions are limited, refugees remain dependent on food assistance. UNHCR and the WFP continue to work together to improve refugees' food security. Reduced livelihood opportunities being a contributing factor to continued high malnutrition in September 2016, the two agencies launched a joint strategy on "Enhancing self-reliance in food security and nutrition in protracted refugee situations". This strategy recognizes the importance of providing food assistance to refugees while, simultaneously, the need to work with governments, host communities and other partners to make them more food-secure. Creating an enabling environment for refugees to use their livelihoods assets, in addition to leveraging and developing their capacities, will prevent them from being dependent on food assistance and encourage self-reliance.

UNHCR and WFP are also increasing their collaboration in the provision of cash-based interventions to refugees and other people of concern. Efforts are underway to establish interoperable systems for the distribution of assistance at the country level. In line with its commitments in the Grand Bargain (see the chapter on *Needs and Funding Requirements*), UNHCR will continue to streamline reporting formats and arrangements with NGO partners.

International Organization for Migration

IOM's recent affiliation with the United Nations as a 'related agency' offers both UNHCR and IOM opportunities to ensure greater coherence and coordination in addressing large-scale, cross-border flows of refugees and migrants. In a joint letter, the principals of the two organizations agreed to improve their coordination in emergency response joint planning, resource mobilization, data collection, and media and communication.

At the executive level, UNHCR and IOM will continue organizing regular high-level discussions on strategic issues to ensure more predictable responses in line with respective roles and responsibilities, and effectively support country operations. UNHCR and IOM will also revise their 1997 global Memorandum of Understanding (MoU).

"**My children are fine now**, thanks to the mosquito nets."

— Innocent, refugee father of six in Uganda who received mosquito nets from UNHCR

MOBILIZING THE PRIVATE SECTOR

At a time where the needs of millions of people of concern to UNHCR are rapidly growing, the private sector will continue to play a valuable role across the range of the Office's work. From providing life-saving immediate assistance to enabling internet connectivity, renewable energy solutions, creation of employment opportunities, to consumer and employee engagement, partnerships with the private sector can have an enormous impact on refugees' lives. These partnerships are invaluable in providing a range of skills; technical, logistical, and in-kind support for education, health, shelter and livelihoods; and augmenting the visibility of the Office and its work.

UNHCR mobilizes resources and engagement from the private sector by encouraging support from individuals and developing partnerships with corporations and foundations. This is achieved through:

- Six national partners: Australia for UNHCR, España con ACNUR, Japan for UNHCR, Sweden for UNHCR, UNO Flüchtlingshilfe (Germany) and the United States of America for UNHCR.

These partners collectively raise more than half of UNHCR's income from the private sector;
- Dedicated offices in twenty selected countries; and,
- Global digital outreach through English, Arabic and Spanish language hubs.

In 2017, UNHCR will continue to build on established engagement with individuals, as well as relationships with a broad range of corporate partners, foundations and philanthropists, who are supporting the Office's activities around the world. The Office will also look to increase and diversify private partnerships and funding, in particular through cash donations which are vital to ensuring life-saving assistance to less visible crises. For additional information on UNHCR's private sector fundraising strategy, see the chapter on *Needs and Funding Requirements*.

Individuals

The majority of the growth of private sector fundraising in UNHCR has been driven by regular, monthly donations of

private individuals, who in addition to providing the organization with valuable income, are influential in representing a united voice in support of refugees and displaced people. This has been achieved by recruiting new donors, through street fundraising, digital recruitment, direct mail and television advertising. UNHCR is now able to call upon over a million 'committed givers' out of a total of 1.7 million financial supporters, which provides the organization with a predictable and sustainable source of income. It will continue recruiting individual donors with a view to reaching 2.5 million donors by the end of 2018, and with a longer term vision of 5 million donors globally.

The challenge is to sustain and grow the value and duration of the support of these donors, by engaging them more deeply in the refugee cause and by asking supporters to advocate on behalf of refugees by adding their voice to campaigns such as the #WithRefugees petition to governments.

Shelter campaign – Nobody left outside

Without a considerable increase in funding and global support, millions of people fleeing war and persecution face homelessness or inadequate housing. Without a safe place to eat, sleep, study, store belongings and have privacy, the consequences to their health and welfare can be profound. To address this concern, in May 2016 UNHCR launched its first ever global private sector fundraising campaign —"Nobody left outside". The campaign calls on individuals, companies and foundations worldwide to shelter two million refugees by 2018. It also calls on private sector actors to become involved through UNHCR's

Global Shelter Coalition, which brings together leading brands and philanthropists to provide and improve shelter solutions for refugees. Since its inception, the campaign has raised private sector donations and pledges of more than $5 million from around the world.

© UNHCR/Sebastian Rich

"Shelter is the foundation stone for refugees to survive and recover, and should be considered a non-negotiable human right. As we tackle worldwide displacement on a level not seen since World War 2, no refugee should be left outside."
- *Filippo Grandi, the UN High Commissioner for Refugees*

Corporate and foundation partnerships

The corporations and foundations that support the work of the Office are committed to finding creative solutions for refugees, IDPs, returnees and stateless people. In this coming year, and given the impetus provided by initiatives such as the New York Declaration for Refugees and Migrants, the World Humanitarian Summit and Grand Bargain, there is ample scope to work on initiatives that are mutually beneficial, and which will improve the lives of people of concern across the world through the following long-term partnerships:

Bill & Melinda Gates Foundation: a new partnership bringing innovative technologies and approaches in water, sanitation and health for refugees.

Dutch Postcode Lottery: the world's third largest private charity donor, and a supporter of UNHCR's work for the last 14 years. While most of the support has been given to UNHCR through unearmarked funding, leaving UNHCR the ability to use the funds where they are most needed, the Postcode Lottery also supports specific projects relating to emergency response, shelter, registration, education and alternative uses of energy. Additionally, the Dutch Postcode Lottery also provides UNHCR and its activities with good visibility in the Netherlands.

Educate A Child (EAC): a strategic multi-year partnership, which aims to enrol and retain more than 700,000 refugee children in schools in 12 countries in Africa, Asia and the Middle East. EAC is a program of the Education Above All (EAA) Foundation, a global initiative launched by Her Highness Sheikha Moza bint Nasser of Qatar, which aims to

significantly reduce the numbers of children worldwide missing out on an education.

Fondazione ENEL Cuore: providing valuable funding for UNHCR's response in Syria to ensure IDP and refugee children are able to access education through cash grants, accelerated learning to help children catch up months of missed schooling, teacher training and the rehabilitation of damaged schools.

IKEA Foundation: a flagship partnership and a benchmark for the vital contribution the private sector can bring to the lives of refugee families and children. The IKEA Foundation will continue providing large-scale cash and in-kind contributions for operations across Africa, Asia and the Middle East, with a focus on education, livelihoods and renewable energy. Going beyond philanthropy, UNHCR and the IKEA Foundation share a genuine commitment, exemplified by joint collaboration on the development of innovative shelter solutions for refugees.

Said Foundation: a strong supporter of tertiary education for Syrian refugees through the DAFI program since 2014, the Said Foundation enables refugee students to either continue or start their university studies, giving them hope and skills for their future.

The Big Heart Foundation (TBHF): launched by Her Highness Sheikha Jawaher Bint Mohammed Al Qasimi, UNHCR's first Eminent Advocate, in May 2015. TBHF's priorities vary from education, health to shelter and cash assistance. The total financial support Her Highness has contributed on a personal level and through TBHF, for the

Nyamamynha (right), 13, and her younger sister read their homework assignments in their shelter at Sherkole refugee camp, Ethiopia. With the help of a solar lantern, donated by the Stichting af Jochnick Foundation, they are able to light up the room at night.

displaced, Syrian and otherwise over the past 4 years is some $20.5 million.

United Nations Foundation: one of UNHCR's long-term supporters, the Foundation provides support through its "Girl Up" and "Nothing but Nets" campaigns, both of which have built up extensive and active networks of partners and supporters and which will continue in 2017 across Africa.

UNIQLO: a Japanese global apparel retailer, UNIQLO supports UNHCR's self-reliance programs in Asia and emergency responses and a commitment to hire refugees globally. It is an active supporter of UNHCR, raising awareness through a variety of activities, such as supporting the UNHCR refugee film festivals in Japan and Korea, and advocating for refugee issues in Japanese schools.

UPS Foundation: the philanthropic arm of UPS has been a strategic partner to UNHCR since 2010 and, in 2017, the Foundation will continue to provide logistical expertise, funds and services to support and enhance UNHCR's logistics and emergency response.

Japanese vision team brings Azeri lives into focus

This article is an adapted version of a UNHCR news story.
26 August 2016

BARDA, Azerbaijan | Valida Aliyeva is consumed by a passion for reading. At 64 years old, she explains "I've read every book in our local library."

But when she lost her glasses four years ago, the displaced Azeri grandmother's world was reduced to a blur in which she could neither read nor even see faces close-up.

Then, in May, something life-changing happened: a team of optometrists from Japan came to this city in western Azerbaijan to provide eye tests and give residents—Aliyeva among them—the glasses they needed

"I plan to start reading again as soon as I get home. But first, I want to see my grandchildren up close!"

For a dozen years, optometrist Akio Kanai has been travelling to Azerbaijan with a team of specialists to help displaced Azeris, up to 1 million of whom were driven from their homes during the conflict over Nagorno Karabakh in the late 1980s and early 1990s.

Many are living in poverty and struggle to access proper healthcare and treatment. Many families also live in huts or shanty towns in rural Azerbaijan.

"A pair of glasses will help people to have a better quality of life, can assist them to

Yalchin Aghayev, 40, has his eyes tested by optometrist Akio Kanai at a settlement for the displaced in Barda, Azerbaijan.

become independent, learn more," says Kanai. "Actually, without the glasses, I don't know how you can live your life."

Kanai was honoured in 2006 with the prestigious Nansen Refugee Award, given annually to an individual, group or organization in recognition of outstanding service to the cause of refugees, displaced or stateless people.

Forcibly displaced himself from the northern Pacific island of Sakhalin during the turmoil at the end of World War II, Kanai has committed himself since 1983 to working with people uprooted by conflict. It is estimated that more than 140,000 refugees and internally displaced people now have improved eyesight thanks to his efforts.

"Winning the award inspired me and pushed me to continue with the service. I'm 74 now, but I feel I have energy left and it would be good for me to work for these people."

And his legacy is set to continue as his two sons have followed in his footsteps, becoming qualified optometrists and joining the doctor on his annual vision missions. •

CELEBRITY SUPPORT

UNHCR's goodwill ambassadors and high-profile supporters will play a crucial role in 2017 in raising awareness and building engagement in communities across the globe.

Travelling to the field to meet refugees and gain personal experience of UNHCR operations, or drawing on their own personal experience of displacement, enables goodwill ambassadors to be credible voices and powerful witnesses to the devastating human impact of displacement, to the resilience of refugees, and to UNHCR and its partners' work. Speaking with credibility, they offer powerful reminders that refugees can bring huge contributions to their host communities.

Banner pictures, from left to right: UNHCR Honorary Lifetime Goodwill Ambassador Barbara Hendricks; Goodwill Ambassador Jung Woo-sung in Lebanon; actor Ben Stiller with a refugee family in Berlin; former refugee and UNHCR Goodwill Ambassador Alek Wek meeting refugees in South Sudan.

Their voices amplify UNHCR's calls to action and the need for new support, including financial. Building on the growth of the programme, 2017 will see goodwill ambassadors and high-profile supporters participate in UNHCR's key campaigns and partnerships, media initiatives and emergency appeals to build further support and engagement.

CORRIERE DELLA SERA / ESTERI

IL RACCONTO

Mika con Unhcr tra i rifugiati siriani «In Libano per ascoltarne le storie»

Whether through media interviews and OpEds, through digital and social media initiatives, or film, UNHCR's goodwill ambassadors are vital partners extending and deepening our engagement with audiences around the world. In 2017 they will continue to use their voices and media reach to mobilize communities and build more support.

Goodwill ambassadors and high -profile supporters will play an increasingly important role in engaging new supporters and encouraging donations to UNHCR. This will include appeals and feedback to regular donors, supporting partnerships and emergency appeals, and attending major events. Their attendance at such high-level events, both public and private, to advocate with decision makers, philanthropists and business leaders will boost support for the needs of all people of concern to UNHCR.

In May, UNHCR Goodwill Ambassador Cate Blanchett spoke at a major event hosted by the Said and Asfari Foundations. The "Hands Up for Syria" appeal raised over GBP 8 million to support access to education for Syrian refugee children and youth, of which UNHCR will be receiving a third for scholarships for Syrian refugees in Jordan and Lebanon, enabling them to either start or resume their university education.

ANNEXES

MEMBER STATES
OF THE EXECUTIVE COMMITTEE
OF THE HIGH COMMISSIONER'S PROGRAMME

UNHCR's governing body – the Executive Committee of the High Commissioner's Programme (ExCom) – was created in 1958, pursuant to a request by the General Assembly. Its main tasks are to approve the High Commissioner's assistance programmes, advise the High Commissioner in the exercise of his/her functions (mainly on protection issues), and oversee the Office's finances and administration.

ExCom holds an annual session in Geneva every October. The sixty-seventh session was held from 3 October 2016 to 7 October 2016. Meetings of the Executive Committee's Standing Committee are held at various dates throughout the year.

Membership is on the widest possible geographical basis from those States (members of the United Nations and others) with a demonstrated interest in, and devotion to, the solution of refugee problems. In 2016, the 98 members were:

Afghanistan
Algeria
Argentina
Armenia
Australia
Austria
Azerbaijan

Bangladesh
Belarus
Belgium
Benin
Brazil
Bulgaria

Cameroon
Canada
Chad
Chile
China
Colombia
Congo
Costa Rica
Côte d'Ivoire
Croatia
Cyprus
Czech Republic

Democratic Republic
  of the Congo
Denmark
Djibouti

Ecuador
Egypt
Estonia
Ethiopia

Finland
France

Georgia
Germany
Ghana
Greece
Guinea

Holy See
Hungary

India
Iran (Islamic Republic of)
Ireland
Israel
Italy

Japan
Jordan

Kenya

Latvia
Lebanon
Lesotho
Luxembourg

Madagascar
Mexico
Montenegro
Morocco
Mozambique

Namibia
Netherlands
New Zealand
Nicaragua
Nigeria
Norway

Pakistan
Peru

Philippines
Poland
Portugal

Republic of Korea
Republic of Moldova
Romania
Russian Federation
Rwanda

Senegal
Serbia
Slovakia
Slovenia
Somalia
South Africa
Spain
Sudan
Sweden
Switzerland

Thailand
The former Yugoslav
  Republic of Macedonia
Togo
Tunisia
Turkey
Turkmenistan

Uganda
United Kingdom of
  Great Britain and
  Northern Ireland
United Republic of Tanzania
United States of America
Uruguay

Venezuela
  (Bolivarian Republic of)
Yemen
Zambia

PARTIES TO THE 1951 CONVENTION RELATING TO THE STATUS OF REFUGEES AND/OR ITS 1967 PROTOCOL

[AS OF SEPTEMBER 2016]

| 1951 CONVENTION |

| 1967 PROTOCOL |

Afghanistan
Albania
Algeria
Angola
Antigua and
  Barbuda
Argentina
Armenia
Australia
Austria
Azerbaijan
Bahamas
Belarus
Belgium
Belize
Benin
Bolivia
  (Plurinational
  State of)
Bosnia and
  Herzegovina
Botswana
Brazil
Bulgaria
Burkina Faso
Burundi
Cambodia
Cameroon

Canada
Central African
  Republic
Chad
Chile
China
Colombia
Congo
Costa Rica
Côte d'Ivoire
Croatia
Cyprus
Czech Republic
Dem. Rep.
  of the Congo
Denmark
Djibouti
Dominica
Dominican
  Republic
Ecuador
Egypt
El Salvador
Equatorial
  Guinea
Estonia
Ethiopia
Fiji

Finland
France
Gabon
Gambia
Georgia
Germany
Ghana
Greece
Guatemala
Guinea
Guinea-Bissau
Haiti
Holy See
Honduras
Hungary
Iceland
Iran
  (Islamic Rep. of)
Ireland
Israel
Italy
Jamaica
Japan
Kazakhstan
Kenya
Kyrgyzstan
Latvia
Lesotho

Liberia
Liechtenstein
Lithuania
Luxembourg
Malawi
Mali
Malta
Mauritania
Mexico
Monaco
Montenegro
Morocco
Mozambique
Namibia
Nauru
Netherlands
New Zealand
Nicaragua
Niger
Nigeria
Norway
Panama
Papua New
  Guinea
Paraguay
Peru
Philippines
Poland

Portugal
Rep. of Korea
Rep. of Moldova
Romania
Russian
  Federation
Rwanda
Saint Vincent
  and the
  Grenadines
Samoa
Sao Tome and
  Principe
Senegal
Serbia
Seychelles
Sierra Leone
Slovakia
Slovenia
Solomon Islands
Somalia
South Africa
Spain
Sudan
Suriname
Swaziland
Sweden
Switzerland

Tajikistan
The former
  Yugoslav
  Rep. of
  Macedonia
Timor-Leste
Togo
Trinidad and
  Tobago
Tunisia
Turkey
Turkmenistan
Tuvalu
Uganda
Ukraine
United Kingdom
  of Great Britain
  and Northern
  Ireland
United Rep. of
  Tanzania
Uruguay
Yemen
Zambia
Zimbabwe

Cabo Verde
United States of America
Venezuela (Bolivarian
  Rep. of)

Madagascar
Saint Kitts and Nevis

PARTIES TO THE 1954 CONVENTION RELATING TO THE STATUS OF STATELESS PERSONS AND/OR THE 1961 CONVENTION ON THE REDUCTION OF STATELESSNESS

[AS OF SEPTEMBER 2016]

| 1954 CONVENTION |

| 1961 CONVENTION |

Albania
Argentina
Armenia
Australia
Austria
Azerbaijan
Belgium
Belize
Benin
Bolivia
  (Plurinational
  State of)

Bosnia and
  Herzegovina
Brazil
Bulgaria
Chad
Costa Rica
Côte d'Ivoire
Croatia
Czech Republic
Denmark
Ecuador
Finland

Gambia
Georgia
Germany
Guatemala
Guinea
Guinea-Bissau
Honduras
Hungary
Ireland
Italy
Kiribati
Latvia

Lesotho
Liberia
Libya
Liechtenstein
Lithuania
Mali
Montenegro
Mozambique
Netherlands
Nicaragua
Niger
Nigeria

Norway
Panama
Paraguay
Peru
Portugal
Rep. of Moldova
Romania
Rwanda
Senegal
Serbia
Sierra Leone
Slovakia

Swaziland
Sweden
Tunisia
Turkmenistan
Ukraine
United Kingdom
  of Great Britain
  and Northern
  Ireland
Uruguay

Canada
Colombia
Jamaica
New Zealand

Algeria
Antigua and
  Barbuda
Barbados
Botswana
Burkina Faso
El Salvador
Fiji
France
Greece
Israel

Luxembourg
Malawi
Mexico
Philippines
Rep. of Korea
Saint Vincent
  and the
  Grenadines
Slovenia
Spain
Switzerland

The former
  Yugoslav
  Rep. of
  Macedonia
Trinidad and
  Tobago
Turkey
Uganda
Zambia
Zimbabwe

G L O S

10-Point Plan of Action
An action plan which seeks to assist States in ensuring that refugee protection needs are recognized and appropriately addressed in situations of mixed migration. The Plan sets out ten areas in which UNHCR has an interest and a potential role to play in partnership with other key actors. The Plan is especially relevant to situations where refugees are at risk of refoulement or hazardous onward movements.

Agenda for Protection
A declaration and programme of action, agreed by UNHCR and States as part of the Global Consultations on International Protection, including six goals to improve the protection of refugees and asylum-seekers around the world. The Agenda was endorsed in October 2002 by the Executive Committee and welcomed by the General Assembly.

Amicus curiae
Latin for "friend of the court." A person or group who is/are not a party to a particular litigation but permitted by the court to advise it in respect to some matter of law that directly affects the case in question.

Asylum-seeker
An individual who is seeking international protection. In countries with individualized procedures, an asylum-seeker is someone whose claim has not yet been finally decided on by the country in which the claim is submitted. Not every asylum-seeker will ultimately be recognized as a refugee, but every refugee was initially an asylum-seeker.

Asylum
The granting of protection by a State on its territory to individuals from another State who are fleeing persecution or serious danger. Asylum encompasses a variety of elements, including non-refoulement, permission to remain on the territory of the asylum country and humane standards of treatment.

AU Convention for the Protection and Assistance of Internally Displaced Persons in Africa (Kampala Convention)
This African Union Convention was adopted in 2009 and entered into force on 6 December 2012. It is the first legally binding instrument on internal displacement on a continent-wide scope. It provides a comprehensive regional framework setting out provisions for the protection and assistance of IDPs. The Convention also looks at the root causes of displacement and at ways to prevent it.

Best interest assessment
Assessment made by staff regarding the individual protection needs of displaced children to ensure that care programmes give primary consideration to the child's best interests.

Best interest determination
Formal process with strict procedural safeguards designed to determine the child's best interests for particularly important decisions affecting the child.

Blue dots approach/centres
Special support centres for children and families set up by UNHCR and UNICEF.

Brazil Plan of Action
At the end of 2014, the governments of Latin America and the Caribbean met in Brasilia to mark the 30th anniversary of the Cartagena Declaration on Refugees of 1984. At the end of the Ministerial Meeting, 28 countries and three territories in Latin America and the Caribbean adopted by acclamation the Declaration and Plan of Action of Brasilia, agreeing to work together to maintain the highest standards of protection at the international and regional level, implement innovative solutions for refugees and displaced people, and end the difficult situation faced by stateless people in the region.

Cartagena Declaration on Refugees
A Declaration adopted by a colloquium of experts from the Americas in November 1984. The Declaration enlarges the 1951 Convention definition of refugee to include "persons who have fled their country because their lives, safety or freedom have been threatened by generalized violence, foreign aggression, internal conflicts, massive violation of human rights or other circumstances which have seriously disturbed public order."

While the Declaration is not a treaty, its provisions are respected across Central America. This refugee definition has been incorporated in the legislation of most of the countries of the Americas.

Children

Persons who are below the legal age of majority and are therefore not legally independent. This term includes adolescents. Under the Convention on the Rights of the Child, a 'child' is a person who is below the age of 18, unless the applicable law sets a lower age.

Cash-based interventions

Refers to all interventions in which cash or vouchers for goods or services are provided to refugees and other people of concern on an individual or community basis. The concept does not include cash or vouchers provided to governments or other state actors or payments to humanitarian workers or service providers. The term can be used interchangeably with Cash Based Transfers and Cash Transfer Programming.

Cessation clauses

Legal provisions that set out the conditions in which refugee status comes to an end because it is no longer needed or justified. Cessation clauses are found in Article 1 (C) of the 1951 Convention and in Article I (4) of the 1969 OAU Refugee Convention.

Cluster Leadership Approach

Part of the overall UN-led humanitarian reform process initiated in 2005 aimed at improving the effectiveness of humanitarian response through improving the predictability and accountability of humanitarian actions.

UNHCR has been designated the global cluster lead for emergency shelter, camp coordination and camp management, and protection in situations of conflict-related internal displacement.

Common Humanitarian Pipeline

The Common Pipeline is a logistics solution designed for efficient response to large-scale humanitarian needs. In addition to providing economies of scale, a single pipeline provides uniformity in the items provided to all beneficiaries and assists in the identification of gaps in humanitarian assistance and coordination of response. It was first launched in 2004, during the Darfur crisis.

Community-based approach

An inclusive partnership strategy that recognizes and builds on the capacities and resources of people of concern, by promoting participation in programme activities.

Complementary protection

Formal permission to reside in a country, extended by a country under national law or practice, to persons who are in need of international protection even though they do not qualify for 1951 Convention refugee status.

Comprehensive Solutions Strategies

Strategies whereby UNHCR engages with concerned parties (including authorities in country of asylum, origin and affected refugee themselves) with the aim of enhancing solutions opportunities by applying a combination of durable solutions. These strategies have included support for voluntary repatriation; the strategic use of resttlement; increased opportunities for local integration; support to refugee-hosting community by UNHCR, development partners and bilateral donors; as well as maximized opportunities for greater mobility as a pathway to solutions.

Convention on the Reduction of Statelessness
(1961 Convention)

A treaty that provides for the acquisition of nationality by those who would otherwise be stateless and who have an appropriate link with the State, through birth on the territory or through descent from a national.

The Convention also provides for the retention of nationality by those who would become stateless if they were to lose their nationality to that State. UNHCR has been mandated with specific functions under Article 11 of this Convention.

Convention refugees

People recognized as refugees by States, under the eligibility criteria in Article 1 of the 1951 Convention, and who are entitled to the enjoyment of a variety of rights under that treaty.

Convention relating to the Status of Refugees (1951 Convention)

This treaty establishes the most widely applicable framework for the protection of refugees. The Convention was adopted in July 1951 and entered into force in April 1954. Article 1 of the Convention limits its scope to "events occurring before 1 January 1951" but this restriction was removed by the 1967 Protocol relating to the Status of Refugees.

Convention relating to the Status of Stateless Persons (1954 Convention)

A Convention that provides the definition of a stateless person and establishes a framework by which a stateless person, who is lawfully resident in a State, can have legal status. The Convention was adopted in September 1954 and entered into force in June 1960.

Dublin II Regulation

A European Council Regulation, effective from 1 September 2003, which provides the legal basis for establishing the criteria and mechanism for determining the State responsible for examining an asylum application in one of the Member States of the EU (excluding Denmark), as well as in Iceland, Liechtenstein, Norway and Switzerland.

Durable solutions

Any means by which the situation of refugees can be satisfactorily and permanently resolved, enabling refugees to resume a normal life. Traditionally, UNHCR pursues the three durable solutions of voluntary repatriation, local integration, and resettlement.

Earmarking

A donor restriction that limits or directs the purpose for which a contribution may be used.

UNRESTRICTED CONTRIBUTIONS (ALSO REFERRED TO AS UNEARMARKED FUNDING)

No limitations on the use of funds.

REGIONAL/SUBREGIONAL EARMARKING

Broadly earmarked contributions towards a region (e.g. Africa) or subregion (e.g. West Africa) and towards Headquarters, Global Programmes. Broadly earmarked contributions for supplementary programmes that cover more than one country, i.e. at subregional or regional level for a specific situation (e.g. Somalia situation).

THEMATIC EARMARKING

Contributions that are earmarked for a specific theme at the subregional level or higher. Aligned with the key themes identified in the Global Strategic Priorities: protection policy; registration, profiling and documentation; security from sexual and gender-based violence; child protection; basic health care; education; livelihoods; and durable solutions.

COUNTRY EARMARKING

Contributions that are earmarked for a specific country without any further limitations. Broadly earmarked contributions for supplementary programmes that cover only one country.

SECTOR EARMARKING

Contributions that are earmarked at the country, regional or global levels for specific sectors and/or activities. All in-kind contributions and staff-related contributions, including JPOs, consultants and secondees fall under this category.

Exclusion clauses

Legal provisions that deny the benefits of international protection to persons who would otherwise satisfy the criteria for refugee status.

In the 1951 Convention, the exclusion clauses are found in Articles 1D, 1E and 1F. These clauses apply to the following categories:
• individuals who are receiving protection or assistance from United Nations agencies other than UNHCR;
• individuals who possess the rights and obligations attached to the possession of nationality of their country of residence;
• individuals in respect of whom there are serious reasons for considering that they have committed a crime against peace, a war crime, a crime against humanity, a serious non-political crime, or acts contrary to the purposes and principles of the United Nations.

Executive Committee of the High Commissioner's Programme (ExCom)

The Committee charged with approving UNHCR's assistance programmes, advising the High Commissioner on the exercise of his/her functions and overseeing the Office's finances and administration. ExCom is composed of representatives of 98 States (2016) with a demonstrated interest in refugee issues.

Facilitated voluntary repatriation

Even when conditions in the country of origin are too difficult or dangerous for the majority of refugees to return, UNHCR can assist ("facilitate") the repatriation of any refugees who makes an informed and voluntary decision to return, and requests such assistance.

Final budget
The budget adopted by the Executive Committee, adjusted with allocations from the Operational and the NAM Reserves, carry-over amounts, transfers, allocations and supplementary budgetary appropriations.

First country of asylum concept
An asylum-seeker may be refused access to the asylum procedure in the country where the application has been made if the applicant has already found protection as a refugee in another country (i.e. where international protection has been made available and is accessible to the applicant).

Focus
UNHCR's results-based management software used to support the planning, managing and monitoring of its operations.

Gender-related persecution
Persecution that targets or disproportionately affects a particular gender. Under certain factual circumstances, gender-related persecution may come within the refugee definition.

Graduation approach
The graduation approach is a poverty-reduction model that aims to "graduate" people in rural areas out of poverty through a sequenced combination of interventions. The approach is part of UNHCR's Global Strategy for Livelihoods 2014-2018.

Grand Bargain

An agreement reached in the lead-up to the World Humanitarian Summit between the biggest donors and aid organizations across ten work streams, which aims to shrink the humanitarian funding gap and deliver more aid to the frontline. The initiative stemmed from the recommendations in the report of the UN Secretary-General's High Level Panel's on Humanitarian Financing, "Too important to fail: addressing the humanitarian financing gap".

Group-based protection responses
Approaches whereby the protection and assistance needs of refugees are met without previously determining their status on an individual basis.
Appropriate where asylum-seekers arrive *en masse* and individualized procedures are neither feasible nor necessary (the cause of flight often being self-evident).
The two main approaches are recognition of refugee status on a *prima facie* basis and temporary protection.

Groups with specific needs
Individuals, families or groups requiring additional support in order to enable them to overcome the challenges they face in accessing and enjoying their rights.

Humanitarian Country Team
Composed of organisations undertaking humanitarian action that commit to participate in coordination arrangements. Its objective is to ensure that the activities of such organisations are coordinated, and that humanitarian action in-country is principled, timely, effective and efficient, and contributes to longer-term recovery.

Humanitarian programme cycle
A coordinated series of actions undertaken to help prepare for, manage and deliver an inter-agency humanitarian response. This approach was agreed upon by IASC Principals as part of the Transformative Agenda.

Inter-Agency Standing Committee
The primary mechanism for inter-agency coordination of humanitarian assistance.

Internally displaced person

An individual who has been forced or obliged to flee from the individual's home or place of habitual residence, "...in particular as a result of or in order to avoid the effects of armed conflicts, situations of generalized violence, violations of human rights or natural or human-made disasters, and who have not crossed an internationally recognized State border" (according to the Guiding Principles on Internal Displacement).

International protection

All actions aimed at ensuring the equal access to and enjoyment of the rights of women, men, girls and boys of concern to UNHCR, in accordance with the relevant bodies of law (including international humanitarian, human rights and refugee law).

International Public Sector Accounting Standards
United Nations' Accounting standards approved by the United Nations General Assembly resolution (A/Res/60/283) and adopted by UNHCR since January 2012.

Junior Professional Officer
Government-sponsored young professional working for UNHCR.

Kampala Convention
See AU Convention.

Lesbian, gay, bisexual, transgender and intersex
People subject to serious human rights abuses because of their real or perceived sexual orientation and gender identity.

Level 3 emergency
In the context of the IASC, a Level 3 emergency is typically a sudden-onset complex emergency requiring the activation of a UN system-wide response, with agreed mechanisms, tools and procedures. In addition, UN agencies have their own internal classification of levels of emergency.

Local integration
A durable solution to the plight of refugees that involves their permanent settlement in the country in which they sought asylum.

Malnutrition
Cellular imbalance between the supply of nutrients and energy and the body's demand for them to ensure growth, maintenance, and specific functions.

It is a general term for the medical condition that is caused by an improper or insufficient nutrition, which is not adequate to maintain good health.

The adverse effects of malnutrition include both physical and developmental manifestations.

GLOBAL ACUTE MALNUTRITION (GAM) is the measurement of the nutritional status of a population (often used in protracted refugee situations). It is one of the basic indicators for assessing the severity of a humanitarian crisis. To evaluate levels of GAM, the weight and height of children between 6 and 59 months are measured and used as a proxy for the health of the population as a whole.

SEVERE ACUTE MALNUTRITION
• Kwashiorkor
Malnutrition brought on by a protein deficiency which causes fluids to drain from the blood into the stomach, causing swelling.

• Marasmus
Resulting from a general lack of calories, causing extreme emaciation with a loss of muscle and fat tissue. It is considered a medical emergency and, untreated, will most often result in death.

Management Systems Renewal Project
UNHCR's computer systems for finance, supply chain, human resources and payroll.

Master Plan
A comprehensive settlement plan that defines land use, emphasizing its links to the broader environment, enabling both refugees and host communities to benefit from improved services and infrastructure. This approach integrates the spatial, social, cultural, environmental and economic dynamics of a particular location to ensure all basic needs of the affected population are addressed within one common vision.

Mexico Plan of Action
The Mexico Plan of Action, launched in 2004, aims to enhance international refugee protection in Latin America by further developing international refugee law, consolidating protection networks and improving the ability of States to provide effective protection to all persons in need. Its focus is on providing durable solutions for urban refugees, in particular: self-reliance; the special needs of refugee women; the Colombian conflict and its impact, as well as solutions at border areas; and the use of resettlement opportunities in the region.

Mixed migratory flows
Movements of people from one country and/or continent to another and may include both people who are in need of international protection and others who are not.

Mixed flows are likely when a country of origin is simultaneously affected by human rights violations, economic decline and an absence of opportunities of livelihood. Such flows of people, involving both refugees and migrants, are commonly referred to as 'mixed movements'.

Mandate Refugees

People who are recognized as refugees by UNHCR acting under the authority of its Statute and relevant UN General Assembly resolutions. Mandate status is especially significant in States that are not party to the 1951 Refugee Convention or its 1967 Protocol.

Modified-cash basis

Modified cash-basis is an accounting method that combines elements of the two major accounting methods: the cash method and the accrual method. The cash method recognizes income when it is received and expenses when they are paid for whereas the accrual method recognizes income when it is earned (for example, when the terms of a contract are fulfilled) and expenses when they are incurred. The modified-cash basis method uses accruals for long-term balance sheet elements and the cash-basis for short-terms ones.

UNHCR currently prepares its budget under the cash basis, and will use the modified-cash basis to compare actual amounts to budget amounts as required by IPSAS 24.

New or Additional Activities — Mandate-related Reserve

The NAM was established to facilitate the acceptance of additional funding from donors for activities consistent with the mandate and capacity of UNHCR and the broad objectives of a country operation, but for which no express budgetary provision had been made.

OAU Convention Governing the Specific Aspects of Refugee Problems in Africa

This regional complement to the 1951 Convention provides for a broader refugee definition. Adopted in 1969, the OAU Convention stipulates that the term "refugee" also "applies to those fleeing from external aggression, occupation, foreign domination or events seriously disturbing public order in either part or whole of the country of origin."

Participatory assessment

A process of building partnerships with women and men of concern – of all ages and backgrounds – through systematic, structured dialogue on issues that they identify as important.

Person of concern to UNHCR

A person whose protection and assistance needs are of interest to UNHCR. This includes refugees, asylum-seekers, stateless people, internally displaced people and returnees.

Principles of Partnership

UNHCR endorsed the Global Humanitarian Platform's Principles of Partnership in July 2007. These principles set out common standards of equality, transparency, complementarity and a results-oriented approach among all humanitarian groups.

ProCap

Mechanism to enhance the UN protection response through provision of trained Protection Officers for short-term field assignments.

Programme support

The costs of organizational units, whose primary functions are the formulation, development, delivery and evaluation of UNHCR programmes.

Promoted voluntary repatriation

Voluntary repatriation encouraged and organized by UNHCR, when conditions are considered conducive for a safe and dignified return of refugees.

Prima facie refugees

Individuals who are recognized as refugees, by a State or UNHCR, on the basis of objective criteria related to the circumstances in their country of origin, justifying a presumption that they meet the criteria of the applicable refugee definition.

Protection

All activities aimed at obtaining full respect for the rights of the individual, in accordance with the letter and the spirit of the relevant bodies of law (i.e., international human rights law, international humanitarian law and refugee law.)

Protection, monitoring and coordination

In financial reports, the cost of UNHCR's presence at operating locations (i.e. the direct cost of providing international protection to refugee populations). This differs from the 'Legal assistance' sector, which refers to the cost of specific projects and/or materials.

Protection Information Management

Principled, systematized, and collaborative processes to collect, process, analyse, store, share, and use data and information to enable evidence-informed action for quality protection outcomes.

Refugee

A refugee is any person who,
"...owing to well-founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group or political opinion, is outside the country of his [or her] nationality and is unable or, owing to such fear, is unwilling to avail him [or her]self of the protection of that country; or who, not having a nationality and being outside the country of his [or her] former habitual residence as a result of such events, is unable or, owing to such fear, is unwilling to return to it."
Article 1A(2) of the 1951 Convention
or
"who is outside his/her country of origin or habitual residence and is unable to return there because of serious and indiscriminate threats to life, physical integrity or freedom resulting from generalized violence or events seriously disturbing public order."
OAU Convention and Cartagena Declaration

Refugee coordination model

In line with the High Commissioner's mandate, it outlines UNHCR's role and responsibilities and re-articulates and standardises UNHCR's responsibility to lead and coordinate international actions relating to refugees with all partners engaged in the response through an inter-agency platform and under the overall leadership of the host government.

Refugee-like situation

The category of people in a refugee-like situation is descriptive in nature and includes groups of people who are outside their country of origin and who face protection risks similar to those of refugees, but for whom refugee status has, for practical or other reasons, not been ascertained.

Refugee status determination

Legal and administrative procedures undertaken by States and/or UNHCR to determine whether an individual should be recognized as a refugee in accordance with national and international law.

Refoulement

The removal of a person to a territory where he/she would be at risk of being persecuted, or being moved to another territory where he/she would face persecution. Under international refugee law and customary international law, refoulement is permitted only in exceptional circumstances.

Registration Levels

Registration can be carried out in different manners, depending on the operational circumstances and data requirements. Level 1 Registration, often referred to as "household registration", gathers only elementary information from persons of concern for the purpose of establishing a basic distribution system or to provide demographic estimates. In Level 2 Registration, limited personal data is collected from each individual, for basic planning, monitoring and protection activities. Level 3 Registration represents the most comprehensive recording of detailed personal data of persons of concern, which is required for individual case management and delivery of durable solutions.

Reintegration

A process which enables returnees to regain their physical, social, legal and material security needed to maintain life, livelihood and dignity and which eventually leads to the disappearance of any observable distinctions vis-à-vis their compatriots.

Resettlement

The transfer of refugees from the country in which they have sought asylum to another State that has agreed to admit them. The refugees will usually be granted asylum or some other form of long-term resident rights and, in many cases, will have the opportunity to become naturalized citizens. For this reason, resettlement is a durable solution as well as a tool for the protection of refugees. It is also a practical example of international burden and responsibility sharing.

Results-based management

A management philosophy and approach that emphasize the achievement of results as the essential task of management.

Safe third country concept

An asylum-seeker may be refused access to the asylum procedure in the country where the application has been made if responsibility for assessing the asylum application in substance is assumed by a third country, where the asylum-seeker will be

Rights groups

Rights groups are thematic groupings of objectives with a similar theme used for planning and budgeting. There are nine rights groups for different areas of protection, assistance, external relations and operations support. For example, the objectives for shelter, water and sanitation services are all grouped under the rights group "basic needs and essential services."

protected from refoulement and will be able to seek and enjoy asylum in accordance with accepted international standards.

Secondary movements

The notion refers to asylum-seekers and refugees moving independently from their first host country to another country in search of protection and solutions.

Seeds for Solutions

A UNHCR initiative to help ensure investment in solutions to displacement whenever opportunities arise, even when humanitarian emergencies

are placing heavy financial demands on the organization.

Self-reliance

In the refugee context, the ability of an asylum-seeker or refugee to provide for his/her own living needs, and those of his/her dependants.

Sexual and gender-based violence

Acts that inflict physical, mental or sexual harm or suffering, threats of such acts, coercion or arbitrary deprivation of liberty, that target individuals or groups of individuals on the basis of their gender.

Sphere Project

The Sphere Project was launched in 1997 by a group of humanitarian NGOs and the Red Cross and Red Crescent movement. The project has developed several tools such as a handbook in order to improve the quality of assistance provided to people affected by disasters, and to enhance the accountability of the humanitarian system in disaster response.

Returnee

A person who was of concern to UNHCR when outside his/her country of origin and who remains so, for a limited period (usually two years), after returning to the country of origin. The term also applies to internally displaced people who return to their previous place of residence.

Solutions Alliance

Aims to improve the lives of displaced people—and the communities that host them—by responding more collaboratively to displacement and contributing to durable solutions. It promotes and enables the transition for displaced persons away from dependency towards increased resilience, self-reliance, and development. See more at http://www.solutionsalliance.org/

Subsidiary protection
Beneficiaries of subsidiary protection are persons who have been found not to meet the Convention definition of a refugee but who face a real risk of serious harm. This includes the death penalty or execution, torture or inhuman or degrading treatment, or a serious and individual threat to their life or person by reason of indiscriminate violence in situations of armed conflict.

Temporary Protection
An arrangement or device developed by States to offer protection, of a temporary nature, to persons arriving en masse from situations of conflict or generalized violence, without prior individual status determination. Temporary protection has been mostly used in industrialized States.

Trafficking (human)
The organized illegal movement of persons for profit. The critical additional factor that distinguishes trafficking from migrant smuggling is the use of force, coercion and/or deception throughout, or at some stage in the process. While the additional elements that distinguish trafficking from migrant smuggling may sometimes be obvious, in many cases they are difficult to prove without active investigation.

Transformative Agenda
The Transformative Agenda of the IASC was adopted in December 2011. It is a set of concrete actions aimed at transforming the way in which the humanitarian community responds to emergencies. It focuses on improving the timeliness and effectiveness of the collective response through stronger leadership, more effective coordination structures, and improved accountability for performance and to affected people.

Transitional Solutions Initiative
The TSI promotes collaboration between humanitarian and development actors and national governments in order to find solutions and self-reliance for displaced people and local community members.

Stateless person

Person who is not considered as a national, by any State under the operation of its law, including people whose nationality is not established.

UN Secretary-General's Policy Committee Decision on Durable Solutions

This decision establishes priorities and responsibilities in supporting the sustainable reintegration of returning refugees and internally displaced persons in the aftermath of conflict.

UN security-level system

The UN security level system (SLS) is designed to describe accurately the security environment that exists in an area or location where the United Nations operates.

A security level is determined using a structured threat assessment, which evaluates five categories: armed conflict, terrorism, crime, civil unrest and hazards. Following this evaluation, a security level is determined which is as:

1 - Minimal;
2 - Low;
3 - Moderate;
4 - Substantial;
5 - High;
6 - Extreme.

As the level changes, there are specific actions required within the UN Security Management system.

Unaccompanied and separated children

Children who are not in the company of parents or another adult caregiver in a situation of displacement.

United Nations Volunteers

The volunteer arm of the United Nations which serves as an operational partner in development cooperation at the request of UN member States. It deploys qualified volunteers to different UN organizations.

World Humanitarian Summit

Held in Istanbul, Turkey, on 23-24 May, the Summit was an initiative of the UN Secretary-General. It had three main goals:
• To re-inspire and reinvigorate a commitment to humanity and to the universality of humanitarian principles;
• To initiate a set of concrete actions and commitments to countries and communities to better prepare for and respond to crises, and be resilient to shocks; and
• To share best practices which can help save lives around the world, put affected people at the centre of humanitarian action, and alleviate suffering.

Voluntary Repatriation

Return to the country of origin based on the refugees' free and informed decision. Voluntary repatriation is one of the three durable solutions and may be organized (when it takes place under the auspices of the concerned governments and/or UNHCR) or spontaneous (the refugees return by their own means with no involvement of UNHCR and governments). See also 'facilitated' and 'promoted voluntary repatriation'.

ACRO

ADB *Asian Development Bank*

AfDB *African Development Bank*

AGDM *Age, gender and diversity mainstreaming*

AGD *Age, gender and diversity*

ALAC *Advice and Legal Aid Centre*

ART *Anti-retroviral therapy*

ASEAN *Association of Southeast Asian Nations*

AU *African Union*

AU/PSC *African Union Peace and Security Council*

BIMS *Biometric Identity Management System*

BPA *Brazil Plan of Action*

CARICOM *Carribean Community*

CBIs *Cash-based interventions*

CBPF *country-based pooled fund(s)*

CCCM *Camp coordination and camp management (cluster)*

CEB *Chief Executives Board for Coordination (UN)*

CEDAW *Convention on the Elimination of All Forms of Discrimination Against Women*

CEDB *Council of Europe Development Bank*

CERF *Central Emergency Response Fund*

CoE *Council of Europe*

COI *Country of origin information*

COP *Country Operations Plan*

CPR *Conflict Prevention and Post-Conflict Reconstruction Network*

CRIs *Core relief items*

CRRF *Comprehensive Refugee Results Framework*

CTA *Community technology access*

DAFI *German Albert Einstein Academic Scholarship Programme for Refugees*

DFID *Department for International Development (United Kingdom)*

DPA *Department of Political Affairs (UN)*

DPKO *Department of Peacekeeping Operations (UN)*

DRC *Danish Refugee Council*

EBRD *European Bank for Reconstruction and Development*

EC *European Commission*

ECA *Economic Commission for Africa (UN)*

ECHA *Executive Committee on Humanitarian Affairs (UN)*

ECHO *Directorate-General for European Civil Protection and Humanitarian Aid Operations*

ECOSOC *Economic and Social Council (UN)*

ECOWAS *Economic Community of West Africa States*

ECRE *European Council on Refugees and Exiles*

EDF *European Development Fund*

EPI *Expanded programme on immunization*

ERC *Emergency Relief Coordinator (UN)*

ERT *Emergency Response Team*

EU *European Union*

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

FAO *Food and Agriculture Organization (UN)*

GAM *Global acute malnutrition*

GCC *Cooperation Council for the Arab states of the Gulf*

GDP *Gross Domestic Product*

GIZ *Deutsche Gesellschaft für Internationale Zusammenarbeit (German Agency for International Cooperation)*

GSP *Global Strategic Priority (for UNHCR)*

GWA *Goodwill Ambassador (for UNHCR)*

HALEP *High alert list for emergency preparedness*

HCT *Humanitarian Country Team*

HIV and AIDS *Human Immunodeficiency Virus and Acquired Immunodeficiency Syndrome*

HLCM *High-Level Committee on Management (UN)*

HLCP *High-Level Committee on Programmes (UN)*

HPC *Humanitarian programme cycle*

HRP *Humanitarian Response Plan*

IASC *Inter-Agency Standing Committee*

IATI *International Aid Transparency Initiative*

ICMC *International Catholic Migration Commission*

ICRC *International Committee of the Red Cross*

ICT *Information and communications technology*

ICVA *International Council of Voluntary Agencies*

IDMC *Internal Displacement Monitoring Centre*

IDP *Internally displaced person*

IFRC *International Federation of Red Cross and Red Crescent Societies*

IGAD *Intergovernmental Authority on Development*

ILO *International Labour Organization*

IM *Information management*

IMF *International Monetary Fund*

IOM *International Organization for Migration*

IPSAS *International Public Sector Accounting Standards*

IRC *International Rescue Committee*

ITC *International Trade Centre*

ITU *International Telecommunication Union*

IUCN *International Union for Conservation of Nature*

IYCF *Infant and young child feeding*

JAM *Joint Assessment of Needs Mission*

JICA *Japan International Cooperation Agency*

JIPS *Joint IDP Profiling Service*

JPO *Junior Professional Officer*

LAIC *Legal Aid and Information Centre*

LGBTI *Lesbian, gay, bisexual, transgender and intersex*

LoU *Letter of Understanding*

MDGs *Millennium Development Goals*

MERCOSUR *Mercado Común del Sur (Common Market of the South)*

MINURSO *United Nations Mission for the Referendum in Western Sahara*

MONUSCO *United Nations Stabilization Mission in the Democratic Republic of the Congo*

MOSS *Minimum Operating Security Standards*

MoU *Memorandum of Understanding*

MSB *Swedish Civil Contingencies Agency*

MSRP *Management Systems Renewal Project*

NATO *North Atlantic Treaty Organization*

NEPAD *The New Partnership for Africa's Development*

NFIs *Non-food items*

NGO *Non-governmental organization*

NRC *Norwegian Refugee Council*

OAS *Organization of American States*

OCHA *Office for the Coordination of Humanitarian Affairs (UN)*

ODA *Official Development Assistance*

OECD *Organization for Economic Cooperation and Development*

OFDA *Office of U.S. Foreign Disaster Assistance*

OHCHR *Office of the High Commissioner for Human Rights (UN)*

OIC *Organization of Islamic Cooperation*

OIOS *Office of Internal Oversight Services (UN)*

OSCE *Organization for Security and Cooperation in Europe*

PIM *Protection Information Management*

PSP *Private Sector Partnerships*

QIP *Quick Impact Project*

RAHA *Refugee Affected and Hosting Areas (Pakistan)*

RBM *Results-based management*

RCM *Refugee Coordination Model*

RSD *Refugee status determination*

RRP *Refugee Response Plan*

SDC *Swiss Agency for Development and Cooperation*

SDG *Sustainable Development Goals*

SENS *Standardized expanded nutrition surveys*

SGBV *Sexual and gender-based violence*

SIDA *Swedish International Development Cooperation Agency*

SRSA *Swedish Rescue Services Agency*

SRSG *Special Representative of the United Nations Secretary-General*

THW *Technisches Hilfswerk (German Federal Agency for Technical Relief)*

TSI *Transitional Solutions Initiative*

UN Women *United Nations entity for gender equality and the empowerment of women*

UNAIDS *Joint United Nations Programme on HIV/AIDS*

UNAMA *United Nations Assistance Mission for Afghanistan*

UNAMI *United Nations Assistance Mission for Iraq*

UNAMID *African Union/United Nations Hybrid operation in Darfur*

UNCT *United Nations Country Team*

UNCTAD *United Nations Conference on Trade and Development*

UNDAF *United Nations Development Assistance Framework*

UNDG *United Nations Development Group*

UNDP *United Nations Development Programme*

UNDSS *United Nations Department of Safety and Security*

UNEP *United Nations Environment Programme*

UNESCO *United Nations Educational, Scientific and Cultural Organization*

UNFCCC *United Nations Framework Convention on Climate Change*

UNFPA *United Nations Population Fund*

UN-Habitat *United Nations Human Settlements Programme*

UNHAS *United Nations Humanitarian Air Service*

UNICEF *United Nations Children's Fund*

UNIDO *United Nations Industrial Development Organization*

UNITAR *United Nations Institute for Training and Research*

UNMAS *United Nations Mine Action Service*

UNMIK *United Nations Interim Administration Mission in Kosovo*

UNMIL *United Nations Mission in Liberia*

UNMISS *United Nations Mission in South Sudan*

UNODC *United Nations Office on Drugs and Crime*

UNOPS *United Nations Office for Project Services*

UNRWA *United Nations Relief and Works Agency for Palestine Refugees*

UNSMS *United Nations Security Management System*

UNVs *United Nations Volunteers*

WASH *Water, Sanitation and Hygiene (cluster)*

WFP *World Food Programme*

WHO *World Health Organization*

WHS *World Hummanitarian Summit*

Solaf loves sports and dreams of living in America.
She and her family survived the war in Syria.

We stand together
#WithRefugees

www.withrefugees.org

UNHCR
The UN Refugee Agency

CREDITS

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UNHCR
PO BOX 2500
1211 Geneva 2
Switzerland
Tel: 0041 22 739 81 35, Fax: 0041 22 739 73 58
Email: hqfr00@unhcr.org
http://reporting.unhcr.org and www.unhcr.org

Cover photo:
Nuzha from Aleppo, 39, with two of her children, Mustafa, 1, and Hassan, 10, in the Pioneer Camp for internally displaced persons in Tartous, Syria.

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