



Responding with Lifesaving Support

Thousands of Rohingya refugees arrive having crossed the border near Anzuman Para village, Palong Khali, Bangladesh.

Conflicts in Iraq, Nigeria, South Sudan, the Syrian Arab Republic (Syria), Yemen and other situations continued to trigger displacement internally and across borders in 2017. With more than 30 UNHCR operations responding to large-scale refugee outflows and internal displacement, the organization declared new emergencies for Angola, Bangladesh, the Republic of the Congo, Libya, the Venezuela situation and Zambia.

In 2018, UNHCR and its partners will continue delivering protection and assistance to displaced people, often in complex and protracted conflicts that are high-risk security environments. The Inter-Agency Standing Committee (IASC, see *Glossary*) system-wide Level-3 emergency declarations will remain effective in Iraq, Syria and Yemen. Sustaining those responses will require large-scale assistance for people in desperate need of urgent relief.

Partnership being at the core of emergency preparedness and response, UNHCR will maintain and strengthen, wherever possible, its work with national governments and local authorities, as well as with NGOs as critical first responders. In line with the Grand Bargain commitments (see *Glossary*), UNHCR will expand its work

with local actors involved in preparedness planning and training. In the spirit of the Comprehensive Refugee Response Framework (CRRF, see *Glossary*), UNHCR will also work towards solutions from the outset of a refugee emergency with host governments, and will promote refugees' inclusion in national systems.

RESPONDING TO EMERGENCIES



A South Sudanese mother and her children are given blankets and sleeping mats as they spend the night at a way station in Mettu, Ethiopia, before being transferred to the newly constructed camp at Gure Shembola.

Emergency preparedness

Being prepared for emergencies enables UNHCR to provide protection for more people in a timely and efficient manner, by using the right resources. The organization has built its emergency preparedness capacity in the past three years, investing in a faster and more efficient response that is grounded in sound risk assessment.

This response is built on collaborative and localized planning with partners and stakeholders, and recognizes the rights, dignity, and expressed protection needs of people displaced by conflict.

In 2017, UNHCR introduced a new classification to its emergency levels, that of Level 1, “Proactive preparedness”. It also adopted a corresponding new emergency policy, to better prepare for and respond to the needs of displaced people during emergencies. Based on lessons learned, the policy sharpens the focus on risk analysis and preparedness ahead of a crisis. It allows UNHCR to respond faster and more effectively thanks to new rosters of specialists on standby, release emergency funds more quickly, pre-position more relief material and accelerate procedures for staff and partner selection. The new policy also emphasizes the importance of engaging early with development actors and pursuing solutions from the onset of a crisis.

In 2018, UNHCR will continue expanding its joint network with local actors for preparedness plans and training, including with the “Strengthening preparedness and response capacity of local partners” training package, which aims to ensure local actors can prepare and mobilize an effective, immediate emergency response.

The Office uses HALEP, the High Alert List for Emergency Preparedness, to help monitor situations that may trigger displacement and assess the readiness and capacity of partners and relevant governments to respond. To boost the development and execution of preparedness plans, UNHCR will deliver training workshops to staff in priority countries in 2018, using the revised “Preparedness package for refugee emergencies”.

It will also continue building its analytical capacity, using non-traditional data sources to better anticipate emergencies and drive decision-making for preparedness. Innovative technological approaches are strengthening preparedness, such as predictive analytics for population movement and social media monitoring tools, both of which aid operational planning.

The new “Emergency Policy” is the mandatory framework for sharpened emergency preparedness and for a faster, more reliable, accountable and effective response.



Rohingya refugee families arrive at a UNHCR transit centre near the village of Anjuman Para, Cox's Bazar, south-east Bangladesh, after spending four days stranded at the Myanmar border.

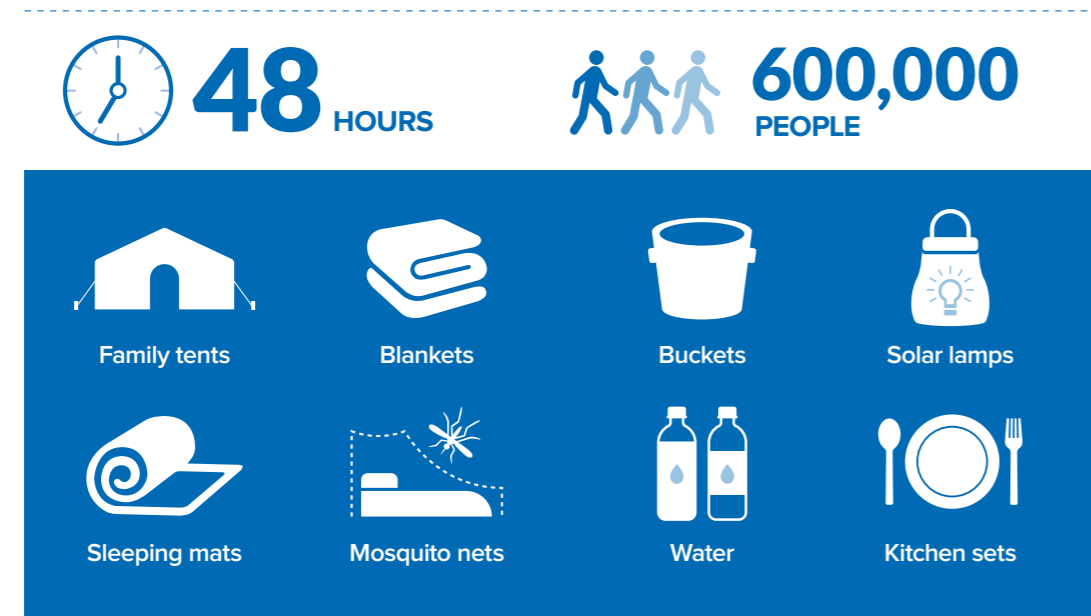
Thousands of new Rohingya refugee arrivals cross the border into Bangladesh

As an estimated 500,000 Rohingya sought safety in Bangladesh between late-August and October 2017, UNHCR with the authorities created an extension site and a transit centre near Kutupalong refugee camp to shelter new arrivals. Families with young babies, elderly, vulnerable and bereaved people are among the thousands who have fled the latest wave of violence in Myanmar. They came by boat or walked barefoot for days to reach the border, leaving most of their possessions behind. Many arrived in a worrying physical and mental state—some in need of life-saving support. The Bangladeshi Government has allocated some 3,000 acres of land on which family tents and temporary communal shelters have been erected. UNHCR worked swiftly to accommodate as many as possible in the camps and settlements and provided emergency relief items.

Emergency response

Getting ready to respond to emergencies

Core relief items from UNHCR's [global stockpiles](#) * can be released **within 48 hours** for around **600,000 refugees and people** affected by conflict in simultaneous emergencies.



* UNHCR's relief stocks are pre-positioned in six global warehouses strategically located across Africa, Asia and Europe.

All emergency staff are fully trained thanks to a wide range of capacity-building initiatives, including UNHCR's Workshop on Emergency Management, its Situational Emergency Training sessions, and the inter-agency Emergency Team Leadership programme.

UNHCR's relief stocks are pre-positioned in six global warehouses strategically located across Africa, Asia and Europe, enabling it to reach up to 600,000 displaced people within 48 hours by air, road or sea. The stockpiles allow UNHCR to respond quickly with family tents, blankets, buckets, solar lamps, sleeping mats, mosquito nets, water cans, plastic sheets and kitchen sets, as well as other core relief items that provide urgently needed relief. UNHCR has established global framework agreements with international freight companies to move much needed items to affected populations quickly.

UNHCR is extending its network to include smaller regional warehouses where it can pre-position items even closer to countries with elevated emergency risks. A new regional warehouse in Uganda will be established, and other locations, such as one in Southern Africa, will be examined in 2018.

Equally important are emergency procedures for procuring relief items, including through local procurement where markets and infrastructure allow for it. UNHCR keeps an emergency stock of vehicles, as well as a truck fleet, currently based in East Africa, which can be deployed to boost country offices' capacity in emergencies.

Within 72 hours, UNHCR emergency standby teams and roster members can be deployed to manage and coordinate a response, and address the most urgent needs of conflict-affected populations. These teams are supported by technical experts in security, the prevention and response to sexual and gender-based violence (SGBV, see *Glossary*), health, human resources, WASH, shelter, and the management of programmes and supplies. Dedicated rosters for finance and

administration, protection, and ICT will be running in 2018. UNHCR also has a senior corporate emergency roster, comprising experienced senior staff, to coordinate UNHCR's operations and response during large-scale emergencies.

The e-Centre in Bangkok will continue providing training and capacity-building on emergency preparedness and response, as well as security management, for NGOs and government officials.

More than 1,000 UNHCR and partner staff targeted for training in 2018.

UNHCR's standby partners

UNHCR's 18 existing agreements with standby partners provide specialist emergency staff deployments with key skills in, for example, protection, coordination, and registration or information management. These deployments complement the organization's core staff and increasingly contribute to meeting its commitments under the New York Declaration (see *Glossary*) by helping build the self-reliance of refugees

and fostering their integration in the communities that host them. Standby partners also provide technical services, including water and sanitation facilities, communication technology, renewable energy, and infrastructure, such as offices and accommodation, in newly established operations often situated in remote locations.

- *Bundesanstalt Technisches Hilfswerk* (THW)
- CANADEM
- Centers for Disease Control and Prevention, United States of America
- Danish Refugee Council
- Department for International Development, United Kingdom of Great Britain and Northern Ireland (DFID)
- Directorate for Civil Protection and Emergency Planning, Norway (DSB)
- Dutch Surge Support Water (previously Netherlands Enterprise Agency)
- Emergency.lu, Luxembourg Ministry of Foreign Affairs

- International Humanitarian Partnership
- iMMAP
- Irish Aid
- Norwegian Refugee Council (NRC)
- RedR Australia
- Save the Children Norway
- Swedish Civil Contingencies Agency (MSB)
- Swiss Agency for Development and Cooperation (SDC)
- Veolia Environment Foundation
- White Helmets Commission, Argentina

To strengthen its commitment to accountability to affected populations, UNHCR will continue developing and implementing innovative solutions that establish and maintain two-way communication with communities in emergency contexts. It will build on

success in 2017, during which UNHCR's emergency operations developed multiple channels to communicate with communities. This included brokering new partnerships with mobile network operators for expanded coverage to new refugee settlements in Uganda.

Emergency classifications

Level-3: An IASC system-wide Level-3 (L3) emergency is the global humanitarian system's classification for the most severe crises. They require system-wide mobilization to significantly increase the scope of the response and improve the effectiveness of assistance. A system-wide L3 emergency is declared by the United Nations' Emergency Relief Coordinator on behalf of the IASC, of which UNHCR is an active member.

UNHCR's emergency classifications

In July 2017, the Office issued its revised "Policy on emergency preparedness and response", introducing three emergency levels with clearly defined accountabilities and coordination roles.

Emergency Level 1 for proactive preparedness is activated to trigger preparation for a likely humanitarian

emergency. Preparation is undertaken by the UNHCR country operation(s) concerned with Headquarters' support, preparedness missions, and staffing, financial, and material support.

Emergency Level 2 applies to a situation that requires additional Headquarters' support and resources for the in-country team to respond in a timely and effective manner.

Emergency Level 3, for a whole-of-UNHCR response, signifies an exceptionally serious situation in which the scale, pace, complexity or consequences of the crisis exceed the existing response capacities of the country operation and call for a corporate, whole-of-UNHCR response.

Delivering protection and assistance in high-risk security environments

In 2018, UNHCR will operate across a range of complex and high-risk security environments to protect and assist those who have been forced to flee their homes. Without sufficient security measures, UNHCR will not be able to access people in need and will be unable to provide them with protection and humanitarian assistance.

Fulfilling the Office's duty of care to its personnel as they deliver humanitarian assistance requires a delicate but important balancing act. As part of emergency operations, particularly where the security risks are deemed high, additional security personnel will be deployed to undertake risk assessments and adjust security measures. Community acceptance and building up trust with affected populations, including host communities, are integral to security risk management and

UNHCR will continue to work closely with affected communities to develop a wider understanding of its mandate.

UNHCR engages with the UN Department of Safety and Security and the Inter-Agency Security Management Network to develop global policies and procedures for the UN Security Management System, while also being a member of the Security Management System in each operation. Working closely with partners, host governments and communities, the organization remains committed to the "Saving lives together framework" and strives to provide training and support to NGO partners, where possible.

ANTICIPATED AREAS OF INTERVENTION IN 2018

KEY ACHIEVEMENTS TARGETED IN 2018

EMERGENCY PREPAREDNESS AND RESPONSE

REINFORCE EMERGENCY RESPONSE CAPACITY AND EFFECTIVENESS. UNHCR WILL:

<p>Enhance emergency preparedness</p>	<p>Expand targeted support on the HALEP.</p> <p>Provide support to emergencies declared as Level 1 “Enhanced Preparedness” to scale up for a robust emergency response.</p> <p>Undertake tailored initiatives to strengthen engagement of local partners for preparedness and response.</p> <p>Incorporate lessons learned from emergency preparedness and response into learning and guidance material.</p>
<p>Deploy standby emergency coordination, preparedness and response teams</p>	<p>Deploy enhanced Emergency Response Teams (HQ Emergency Services Team, Emergency Response Team/Senior Corporate Emergency Roster and technical rosters) within 72 hours.</p> <p>Expand stand-by agreements for emergency response.</p>
<p>Build capacity in emergency preparedness and response, security and supply chain management</p>	<p>Train more than 350 UNHCR and partner staff through 3 workshops on Emergency Management, 3 Situational Emergency Trainings, 1 Emergency Management Training, 2 inter-agency Emergency Team Leadership Programme and preparedness trainings.</p> <p>Deliver training to 400 UNHCR staff in high-risk security environments.</p> <p>Provide training for up to 335 personnel and officials from NGOs and government partners by the e-Centre in Bangkok.</p> <p>Promote the Emergency Handbook (online and mobile application) in English, French, Spanish and Arabic.</p> <p>Strengthen operational capacity through skills building, deployments and tools to appropriately manage and respond to community feedback and complaints.</p>
<p>Reinforce security management as an organizational culture</p>	<p>Provide advice and support to country operations delivering in high-risk operations including 50 or more missions to the field to help operations assess and respond to security risks.</p> <p>Continue to shape a diverse workforce of security professionals with diverse language skills with special emphasis on recruiting more women security professionals.</p> <p>Continue implementation of the IASC policy on gender inclusion in security management through training in the roll-out of the women’s security awareness training.</p>
<p>Inter-agency and strategic partnerships strengthened</p>	<p>Actively engage in the IASC Emergency Directors Group; Reference Group on Preparedness and Resilience, and its Analyst Group on Early Warning, Early Action and related initiatives; Reference Group on Principled Humanitarian Action; UN Crisis Management Working Group; Communicating with Disaster-Affected Communities Network; as well as inter-agency security forums.</p> <p>Realign resources with other UN-agencies and look for areas of collaboration on procurement, logistics, asset auctions and engineering issues.</p> <p>Develop strategic partnerships with the private sector, community-based organizations, and other UN entities for emergency responses, including to provide access to connectivity to refugees.</p>

GLOBAL SUPPLY MANAGEMENT OPTIMIZED FOR EFFICIENT DELIVERY. UNHCR WILL:

<p>Optimize supply chain for shelter and core relief items in emergencies</p>	<p>Reach 600,000 people of concern within 48 hours through the global emergency stock in simultaneous and complex emergencies. As part of a network of regional warehouses close to potential emergencies, a new warehouse in Kampala for eastern Africa and the Horn of Africa will provide relief items for 60,000 people of concern.</p> <p>Maintain a regional truck fleet comprising a variety of 20 trucks which is used to augment trucking needs during emergencies.</p> <p>Expand the roster of supply experts to support emergency operations to deliver relief items quickly, use cash-based assistance and local procurement.</p> <p>Support the global expansion of cash-based assistance through market assessments and the development of tools.</p>
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PREVENTING AND RESPONDING TO SEXUAL AND GENDER-BASED VIOLENCE

Preventing and responding to SGBV

Over half of all refugees worldwide are women and children. They are particularly vulnerable and at higher risk of sexual and gender-based violence during their flight and displacement. The vulnerability of men and boys to sexual violence during conflict has recently started to be documented.



People forced to flee conflict, persecution, and in mixed movements and other people of concern to UNHCR are particularly vulnerable to SGBV (see *Glossary*), a human rights violation with devastating consequences for women and girls in particular, but also for men and boys. Addressing SGBV during and beyond humanitarian emergencies remains a complex, global task, and is a UNHCR priority.

Measures to prevent and respond to SGBV are multi-faceted, inter-linked and require a wide-ranging coordinated approach from communities, governments, NGOs and other civil society actors, and UN agencies. It also requires strong leadership, political will, cooperation, and coordination at all levels, with dedicated resources and expertise.

UNHCR will continue to evolve and strengthen its leadership and approaches to protect people of concern from SGBV. It will also ensure the multi-sectoral nature of SGBV prevention and response are fully integrated into its programmes.

Responding to sexual and gender-based violence

Rape is often used as a conflict tactic and affects many displaced communities. SGBV prevention and response programmes must ensure survivors’ needs are addressed in a timely, compassionate, professional and confidential manner. A non-discriminatory approach to SGBV prevention and response is fundamental, and UNHCR will continue its global advocacy on this issue. The Office will

In 2017, South Sudanese refugees fleeing to the Democratic Republic of the Congo, Ethiopia, Sudan and Uganda, were mostly women and children, representing up to 88 per cent of new arrivals in some places and representing a population at higher risk of SGBV.

continue strengthening services to address the urgency of responding to sexual violence and at the same time also ensure that measures are in place to respond to other forms of SGBV for the different age groups.

UNHCR will maintain its investment in services that underpin SGBV response programmes—including health, psychological and social support, safety and security, and access to justice. In recent years, UNHCR, with its partners, has invested considerably in its SGBV response, ensuring services are established at the onset of an emergency, accessible to all, inclusive, and appropriate for those at risk. Having experts on the ground at the right time is essential to ensure SGBV is effectively addressed during displacement in emergencies. The Office will continue providing dedicated technical support and deploying to emergencies senior protection officers specializing in SGBV response.

As this form of violence continues to be under-reported, due to social stigma and cultural norms, UNHCR uses outreach programmes, advocacy, training and educational initiatives to identify people at risk of SGBV, raise awareness, provide relevant information, and ensure there are links to existing services. By establishing a protective network and encouraging continuous dialogue, UNHCR and partners promote behavioural change and encourage community-based structures and national institutions to lead on prevention and response programmes and initiatives, drawing from the capacities of all actors.

Preventing sexual and gender-based violence

UNHCR’s global strategy to prevent and respond to SGBV focuses on improving the quality, effectiveness and coherence of SGBV programmes from the onset of all emergencies. To tackle SGBV’s root causes, the Office seeks to empower women and girls, works constructively with men and boys, and ensures that all survivors can access supportive programmes on a non-discriminatory basis. The organization engages in a range of prevention activities and strategies, both immediate and longer-term, to make positive changes in gender relations and attitudes. These promote behaviour change and encourage communities to strengthen their willingness and capacity to address and prevent SGBV. Furthermore, the Office has continued to roll out the IASC “Guidelines for integrating gender-based violence interventions in humanitarian actions”, which assist communities and humanitarians in coordinating, planning, implementing, monitoring and evaluating essential actions to prevent and mitigate SGBV.

Building a protective environment starts with communities. Strengthening community involvement in SGBV prevention, so people can help protect survivors, is crucial. Even at the onset of an emergency, concrete steps can be taken to reduce SGBV risks. For instance, incorporating community-based and gender-sensitive measures into the planning, implementation, and monitoring of WASH and shelter programmes can

reduce the risk of SGBV—including rape and physical assault. Safe access to alternative energy sources for cooking can mitigate SGBV risks, as women and girls avoid collecting firewood in dangerous areas.

Incorporating gender equality and community-based measures into the planning, implementation and monitoring of programmes across sectors is key to preventing SGBV, because it helps mainstream gender equality and SGBV

prevention and response measures. UNHCR will therefore ensure women have a meaningful voice in governance committees, or in other community structures. Strong community engagement and the inclusion of men and boys are also key to creating a more protective environment. While important innovations to mitigate and reduce SGBV have been made, UNHCR will continue supporting innovative ideas and strengthening its collaboration with communities, local partners, and States.

ANTICIPATED AREAS OF INTERVENTION IN 2018

KEY ACHIEVEMENTS TARGETED IN 2018

SECURITY FROM VIOLENCE AND EXPLOITATION

RISK OF SGBV IS REDUCED AND QUALITY OF RESPONSE IMPROVED. UNHCR WILL:

<p>Ensure SGBV programming in emergencies</p>	<p>Deploy senior protection officers with expertise in 10 country operations to strengthen SGBV prevention and response programmes, and coordinate effective response systems. Support 8 operations with innovative multi-sectoral pilot projects that mitigate and respond to SGBV.</p>
<p>Provide guidance in the development and implementation of SGBV strategies</p>	<p>Support 10 country operations in rolling-out the revised IASC “Guidelines for integrating gender-based violence interventions in humanitarian actions”, mainstreaming measures to mitigate and prevent SGBV.</p>
<p>Increase efficient data management</p>	<p>Provide technical support to 10 country operations to strengthen the implementation of the inter-agency gender-based violence information system (GBVIMS).</p>
<p>Develop capacity in SGBV prevention and response</p>	<p>Conduct training sessions for people of concern, UNHCR staff and partners. Support systematic update of the mandatory SGBV e-learning training to ensure that it reflects learners’ needs and innovation. Organize targeted training to a group of national staff that will be closely mentored and coached by senior protection officers specializing in SGBV. Publish and disseminate revised UNHCR’s guidelines on SGBV prevention and response.</p>

MEETING THE BASIC NEEDS OF PEOPLE OF CONCERN

Scaling up cash-based interventions



Phone technology gives refugees cash lifeline in Uganda. South Sudanese refugee Sarah Kiden (right), 19, uses her e-voucher card to buy vegetables from host community member Bako Diana, 32, at the Bidibidi refugee settlement in northern Uganda where Sarah lives with her husband and one-year-old daughter. “Before, it was a challenge to have a balanced diet and my baby was very thin. Now, her health has really improved.”

UNHCR has already met its Grand Bargain commitment, made at the 2016 World Humanitarian Summit, to double the use of cash as a proportion of its assistance by 2020.

UNHCR uses cash-based interventions (CBIs, see *Glossary*) to protect and assist the most vulnerable people of concern. The majority of CBIs are multi-purpose cash grants, helping people of concern meet essential needs—including access to food, water, education, healthcare and shelter. The flexibility of CBIs makes them a more dignified form of assistance, allowing refugees to prioritize and choose what they need and, importantly, contribute to the local economy and host community. Cash, together with in-kind assistance and services, helps prevent displaced people from resorting to negative survival strategies, such as removing children from schools, child labour and begging, survival sex, early marriage or returning prematurely to conflict zones.

UNHCR’s “Policy on cash-based interventions” and the “Strategy for the institutionalization of cash-based interventions in UNHCR (2016-2020)” set out its commitment and objectives for the expanded, systematic and innovative use of cash assistance. In 2018, UNHCR will continue its “focus country” approach, to enable its teams around the world to systematically assess the available opportunities to use cash and implementing effective and efficient assistance programmes. The focus countries receive dedicated support through in-country technical specialists, the deployment of experts, training and capacity-building support.

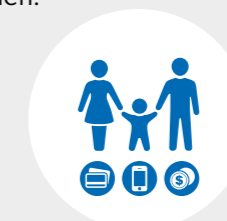
The Office will continue scaling up CBI programmes and ensuring robust financial management and accountability, as well as high quality interventions, strong monitoring, and institutional and inter-agency learning. UNHCR will strengthen and roll out its cash monitoring framework, emphasizing systematic post-distribution monitoring, to ensure that the necessary needs are met in an efficient and effective way. It will also learn from the various initiatives carried out in 2017, including research and evaluation in WASH, shelter, nutrition, social protection, mental health, multi-purpose cash grants, and health.

Being better prepared, and providing cash beyond assistance, will remain a major focus for UNHCR. Through the CRRF, the organization will meet short-term humanitarian assistance needs and increasingly pursue more sustainable approaches. It will also help emphasizing the importance of financial inclusion of refugees and people of concern and access to national social protection systems. Partnerships will remain crucial in sharing knowledge, producing systems and tools, and pursuing common cash delivery approaches.

Cash assistance and protection

Cash assistance, including for basic needs, can be a powerful protection tool and UNHCR is keen to build its knowledge and capacity to use CBIs more efficiently for protection and solutions. The Office is using cash assistance to meet specific protection needs in more than 35 countries. Cash transfers from the organization and its partners have met urgent or monthly needs of refugees and other people of concern in the Islamic Republic of Iran, Jordan, Syria, Turkey and Ukraine. Cash assistance in Kenya, Morocco, South Africa and Tunisia helped particularly vulnerable people and covered the basic needs of unaccompanied children in Ethiopia, Sudan and Yemen.

Survivors and people at risk of SGBV received cash assistance, along with counselling and livelihood support, in the Republic of the Congo, the Democratic Republic of the Congo and Morocco. UNHCR is currently developing guidance on using cash for education, as well as to mitigate the risks of SGBV, and will deliver training on cash and child protection, building on experience gained through similar activities in Egypt, Ethiopia, Sudan and Yemen.

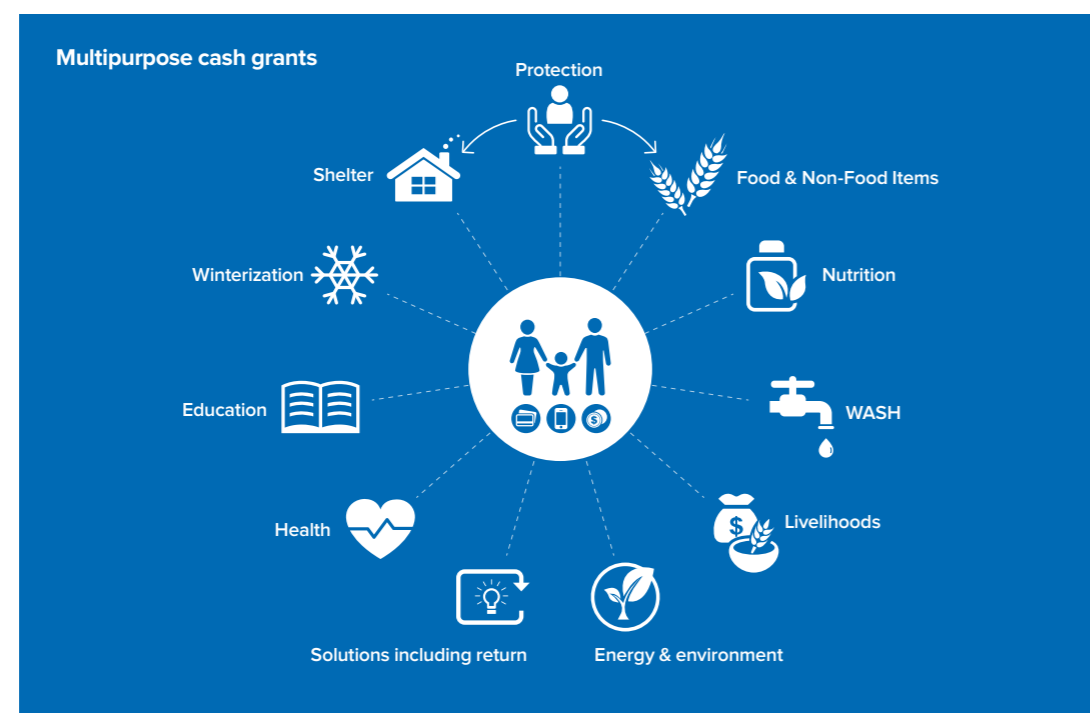


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Cash-based assistance

UNHCR uses **cash-based interventions** to protect and assist the most vulnerable people of concern.

UNHCR in 2016



UNHCR in 2018



Innovative cash assistance

The common cash facility is used by UN agencies and NGOs to deliver more than 90 per cent of all cash assistance to vulnerable refugees in Jordan who live outside camps. As more partners have joined, increasing the volume, bank fees for cash transfers have fallen from as high

as 5 per cent to 1.67 per cent. In Jordan, UNHCR and its partners work with private sector service providers to support some 32,000 vulnerable refugee families. In 2018, UNHCR will scale up the use of the common cash facility in its operations.

Delivering cash in partnership

UNHCR is using the move to cash as a vehicle for building new and stronger relationships with partners. The CBI policy needs active engagement with all partners to be successful, so UNHCR is expanding and strengthening its collaborative models for cash assistance through partnerships across the private sector, UN agencies, academia, NGOs, and above all, local partners.

In Lebanon, collaboration between UNHCR, WFP and the Lebanon Cash Consortium created unprecedented cost efficiency and effectiveness, by eliminating duplication around assessment, targeting and monitoring. A joint tender for a common financial services provider also led to a

reduction in bank fees. For example, the cost of issuing cards dropped from \$3.25 to zero, the cost of issuing personal identification numbers fell from \$0.75 to zero, and the monthly card maintenance fee was reduced by half to \$0.15.

In May 2017, UNHCR and WFP signed an addendum to the 2011 UNHCR-WFP global MoU on cash assistance to refugees. The addendum provides a strong and predictable framework for collaboration and coordination on cash-based assistance, helping ensure greater efficiency, effectiveness and complementarity. Collaboration is ongoing and will expand, including in Cameroon, Kenya and Rwanda, where UNHCR is seeking to work with WFP to increase both agencies' cost efficiency.

ANTICIPATED AREAS OF INTERVENTION IN 2018

KEY ACHIEVEMENTS TARGETED IN 2018

BASIC NEEDS AND ESSENTIAL SERVICES

CASH-BASED INTERVENTIONS (CBIs), UNHCR WILL:

Enable UNHCR operations to systematically consider and implement CBIs

- Expand the use of CBIs to 20 focus countries.
- Train another 4,000 staff and partners on cash assistance.
- Conduct 8 comprehensive (3-4 months) CBI learning programmes.
- Organize training of trainers to improve peer-to-peer learning in UNHCR country operations.

Further adapt the skills, processes, systems and tools aimed at clearly defining duties and maintaining efficiency of CBI delivery

- Strengthen UNHCR's monitoring framework for cash and build evidence on the impact of multi-purpose cash grants.
- Implement UNHCR's financial control framework for CBIs in country operations.
- Better mainstream the use of CBIs into UNHCR functions and job descriptions.

Strengthen partnerships and collaborative approaches for CBIs

- Roll out UNHCR's cash management system in countries worldwide.
- Increase the use of the common cash facility approach in UNHCR operations.

Continue to share CBI good practices, tools and guidance developed with the broader humanitarian community

- Strengthen the portfolio of well-defined cash transfer arrangements for UNHCR and partners.
- Implement learnings from research initiatives in the areas of WASH, shelter, education, protection, including voluntary return; social protection; multi-purpose cash grants; and health, to strengthen CBI programmes.

SHELTER AND SETTLEMENT



Bidibidi refugee settlement, in Yumbe District in northern Uganda, which became one of the largest such settlements worldwide.

Shelter is one of the most visible and tangible aspects of protection. Promoting access to safe and adequate shelter is critical to ensuring the protection of people of concern. In its final year of implementation, UNHCR's "Global strategy for settlement and shelter (2014-2018)" provides a framework for all operations to ensure access to dignified, secure settlements and shelter for refugees and other people of concern, irrespective of whether they live in urban or rural settings, and whether they need emergency shelter or more sustainable and durable shelter and settlement solutions.

UNHCR provides shelter to more than 3.4 million people in at least 420 planned settlements. The need for quality shelter and settlements expertise is increasing. On average, UNHCR distributes between 70,000 and 100,000 tents a year (worth up to \$45 million), and around 2 million square

metres of plastic sheeting. It spends more than \$300 million a year on shelter programmes, and \$670 million on non-food items.

While the organization has made significant progress in improving the quality of shelter and settlements in recent years, more needs to be done to ensure better living conditions for forcibly displaced people in the longer term.

In 2018, UNHCR will continue using innovative solutions and working with experts in protection, health, WASH and livelihoods, to better protect people of concern and ensuring that shelter and settlement programmes build upon local and national development plans. In particular, it will focus on mainstreaming CBIs, and integrated settlement planning within the CRRF.

Promoting comprehensive and integrated site planning through UNHCR's master plan approach

UNHCR invests in research and development to improve existing shelter solutions and develop new ones for the benefit of displaced people and their hosting communities. The master plan approach (see *Glossary*) applies urban thinking to settlement planning, to better

As urban displacement becomes more prominent and complex, responding to it in a structured and effective way is pivotal. UNHCR has begun consolidating best practices in urban shelter and settlement responses, to develop appropriate tools and methodologies. It will continue investing in technology, research-based initiatives and partnerships to improve processes, particularly approaches to cash and urban programming.

“Shelter is the foundation stone for refugees to survive and recover, and should be considered a non-negotiable human right.”

— Filippo Grandi, the UN High Commissioner for Refugees.

integrate the initial site planning process into out-of-camp contexts, and respond to the reality that many people live on sites for a longer period of time. This approach is being piloted in several locations and better anchors refugees in their local community by collaborating with national development plans, including local infrastructure, markets, economies and cultures.

For example, in 2017, a comprehensive design for Palabek settlement in Uganda was developed to link existing services, such as health centres and public schools, with additional infrastructure to cater for the needs of refugees and the host community. Palabek followed the master plan design and resulted in a number of de-centralized villages connected by new and upgraded infrastructure, which has fostered a sense of community and furthered the local, environmentally appropriate development plan of Lamwo District.

Site management and coordination

UNHCR will continue its comprehensive approach to meet the needs of people of concern at all stages of their displacement, anywhere in the world. While “Alternatives to camps” (see *Building better futures* chapter) remains a flagship UNHCR policy, it acknowledges that displacement is fluid, with many people moving through several types of shelter options and circumstances, and that camps and camp-like settings (including informal settlements) will remain a feature of the global displacement landscape, particularly in large-scale and sudden-onset emergencies.

The initial setting up and management of such structures can make all the difference when searching for durable solutions for populations, closing camps and decommissioning communal structures. Building on its long-standing experience in managing camps and similar structures, as well as data collection and information management, and applying lessons learned from the recent emergencies in Angola and Bangladesh, UNHCR will work with national authorities to strengthen their capacity to manage and coordinate sites. It will also boost the shelter and settlement knowledge and capability of UNHCR staff and partners, using newly developed training materials that integrate the prevention and mitigation of SGBV into camp management.

Cash for shelter – Emergency Preparedness in Colombia

In response to the civil unrest in Venezuela (Bolivarian Republic of), both a shelter and CBI expert were deployed to support the Colombia operation in contingency planning for a potential influx in May 2017. The prompt deployment of relevant technical expertise allowed for detailed shelter absorption capacity and CBI feasibility assessments to be undertaken. Combined with interviews with key stakeholders as well as real estate agencies, hotels and potential financial providers, this allowed the team to formulate a comprehensive phased plan to respond to a projected influx with a combination of shelter solutions. The plan outlined the establishment of temporary reception

centres by upgrading existing infrastructure and progressing toward rental subsidies and hosting arrangements. Ultimately, technically sound assessments provided a solid foundation upon which to build an effective response. To this end, strengthening UNHCR’s ability to implement technically sound and sustainable cash for shelter programmes will remain a priority.



“Nobody left outside” global shelter fundraising campaign



South Sudanese refugees Samuel, 16 years old, displaced from Lainya, and James, 17 years old, displaced from Wonduruba, work on the thatched roof of a tukul shelter in Bidibidi refugee settlement, Yumbe District, northern Uganda.

UNHCR’s “Nobody left outside” campaign calls on individuals, corporations, foundations and philanthropists worldwide to help fund shelter for two million refugees by May 2019, when the campaign finishes.

Launched in May 2016 in response to the unprecedented need for shelter

for refugees, campaign activities—including photography exhibitions, celebrity-led events to appeal mailings, telemarketing and face-to-face fundraising—are taking place in 20 countries around the world to raise funds and awareness of this critically underfunded cause. It is hoped it will help deliver shelter solutions for two million people who have been forced to flee their homes, recruit new supporters and bring them closer to the refugee cause by deepening their understanding of how the organization provides shelter.

By September 2017, the campaign had raised more than \$17 million from the private sector, helping more than 600,000 people. Private sector actors are also invited to support UNHCR in managing the refugee crisis by becoming part of the Global Shelter Coalition.

“The consistent increase in the number of people displaced worldwide, coupled with the funding predictions for 2018, means funds to help shelter people of concern are needed more than ever.”

— Brett Moore, UNHCR Chief of Shelter and Settlement Section

ANTICIPATED AREAS OF INTERVENTION IN 2018

KEY ACHIEVEMENTS TARGETED IN 2018

SHELTER AND SETTLEMENT

ENSURE THAT PEOPLE ARE ABLE TO SATISFY THEIR SETTLEMENT AND SHELTER NEEDS IN A SAFE, DIGNIFIED AND SUSTAINABLE MANNER. UNHCR WILL:

Implement the “UNHCR global strategy for settlement and shelter (2014-2018)”	Develop a comprehensive sectoral shelter and settlement strategy in 38 country operations.
Enhance UNHCR’s ability to respond to shelter and settlement needs in situations of urban displacement	Document learning and establish case studies for each urban typology (hosting, renting and collective centres) to inform more efficient programming and operational response.
Continue professional development of shelter and settlement staff and partners, to enable the design of comprehensive and integrated responses in line with the master plan approach, CRRF and “Policy on alternatives to camps”	Develop additional e-learning modules to improve the design and planning skills of technical experts. Deploy 25 settlement planning toolkits to country operation in order to support the design of comprehensive and integrated responses.
Strengthen UNHCR’s ability to implement technically sound and sustainable cash for shelter programmes	Pilot practical cash for shelter checklists, to complement existing guidelines on cash-based interventions in 3 operations.
Promote diverse and appropriate shelter solutions in UNHCR operations	Develop and issue standardized winterization guidelines for country operations.

Public health



Thirty-five-year-old nursing graduate Bosco Nyonkuru, who fled Burundi’s civil war in 2001, started out 16 years ago as a volunteer at Nakivale Health Centre, Uganda, and has been on a full-time contract since 2005.

Addressing life-saving public health needs during emergencies will continue to require substantial effort, support and resources from UNHCR and its partners. The organization strives to ensure all refugees can access quality public health services, including in reproductive health, HIV, food security, nutrition and WASH, as outlined in its “Public health strategy (2014-2018)”.

Refugees fleeing conflict often arrive in poor health and malnourished. UNHCR is working to improve initial refugee health needs assessments, as well as its preparedness and response planning, and disease and mortality surveillance,

to ensure its emergency response remains effective and based on identified need. Globally, the organization and its partners have maintained the crude mortality rate at 0.2 deaths per 1,000 per month, and an under-five mortality rate of 0.4 per 1,000 per month. UNHCR’s standardized health information system, Twine, is also being brought up-to-date, with innovative technology that will allow to collect data entry and compilation in real-time, aiding a faster response time.

UNHCR’s strategic priorities depend largely on partnerships to implement public health programmes in-country, and for

As of September 2017, timely interventions and regular monitoring ensured UNHCR and more than 240 partners could provide lifesaving assistance to around 7.3 million people in camps and other displacement settings.

global technical and policy support. In recent years, the organization has made significant progress in integrating refugees into national health systems partnered with other agencies—including, but not limited to ILO, UNICEF, and WHO, to improve refugees' social protection and universal health coverage. Examples of these are health financing models, such as community-based health insurance.

Non-communicable diseases remain the major causes of illness in refugee communities. UNHCR is continuing to roll out its non-communicable disease project, focusing on the management of chronic health conditions in primary health care.

The integration of mental health, psychological and social support in health care systems also remains a priority. In recent years, UNHCR has helped partners use tools to strengthen the ability of those providing primary care to identify and manage mental health conditions, and will continue to do so in 2018.

Reproductive health and HIV

Providing quality reproductive health services remains integral to UNHCR public health programmes. The organization will work with its partners to expand and improve access to maternal and neonatal health care, family planning services, and comprehensive emergency obstetric care and services for SGBV survivors. While the availability of these services is increasing, their quality and use need to improve. Where refugees are integrated into the national system, UNHCR will continue providing technical support to strengthen the system's capacity to care for them. Furthermore, all maternal and neonatal deaths should be investigated in all operations, to identify and address key problems in the services provided.

UNHCR will strengthen community-based programmes on sexual and reproductive health for adults and young people, including adolescents, to raise awareness about issues such as early pregnancy,

sexually transmitted infections, HIV and family planning. It will continue closely monitoring the quality of reproductive health and HIV services, and establish strategies to overcome any barriers the population face in accessing reproductive health services. In coordination with other agencies, such as UNFPA, UNHCR will build capacity and support with additional resources where required. They will also ensure reproductive health supplies can be accessed by displaced people, particularly women and adolescents. Community-based interventions will be reinforced, and a particular focus will be on increasing access of adolescents to sexual and reproductive health and HIV services. UNHCR will strengthen its efforts to ensure refugee girls are included in national human papillomavirus vaccination programmes, where they exist, as well as the inclusion of refugee women in national fistula and cervical cancer screening and treatment programmes.

UNHCR will continue working closely with the Global Fund for HIV, Tuberculosis and Malaria; the U.S. President's Emergency Plan for AIDS Relief; and UNAIDS to ensure refugees, including those in isolated or insecure areas, can access tuberculosis and malaria diagnoses and treatment, HIV testing and antiretroviral treatment. UNHCR will also continue to advocate for refugees to be integrated into national health programmes and services, including these diseases. It will also speak out against mandatory HIV testing in countries where it is a precondition for refugees' entry or asylum.

Food security and nutrition

Food security and nutrition remain a serious concern in many refugee situations. In 2016, a survey of refugee sites revealed an unacceptable level of global acute malnutrition in 43 per cent of them. Stunting among children under five met the standard in only 26 per cent of surveyed sites, while more than three-quarters of sites had critical levels of child anaemia, another indicator of a poor public health situation. To address these nutrition challenges, UNHCR will continue working with partners to ensure appropriate, quality treatment for those with severe and moderate acute malnutrition. This will be complemented with support to infant and young child feeding practices and encouraging a multi-sector response to nutrition with an aim to prevent malnutrition.

Food insecurity is an underlying cause of malnutrition. In 2017, due to funding shortages, reductions in food rations affected refugees in many countries. UNHCR and WFP have sought to limit the impact of decreases in food assistance by targeting those most in need. The two organizations are working on and will issue joint operational guidance on targeting assistance based on needs in 2018 to ensure that those most in need are targeted with appropriate assistance. Additionally, UNHCR and WFP are developing a joint multi-year operational research plan to evaluate the impact of different approaches for building self-reliance in food security and nutrition in different contexts.



Burundian nurse Bosco Nyonkuru, recently diagnosed with cancer, checks on a young patient with malaria at Nakivale Health Centre.

Refugee nurse cares for the sick

In Uganda, progressive policy enables public schools and hospitals to employ both refugees and locals. More than 70 health facilities across the country have adopted this approach, including the one at Nakivale where refugees are treated alongside locals. Bosco Nyonkuru, a nursing graduate refugee, who fled Burundi's civil war in 2001, started out as a volunteer at the clinic 16 years ago and has been on a full-time contract since 2005. He starts work at 8 am, heading straight for the pediatric ward where children shiver with malaria and malnourished toddlers are hooked up to drips. When Bosco recently became ill and was diagnosed with cancer, his colleagues raised the money for him to travel to Kenya to undergo surgery. "Saving lives is a huge responsibility. I feel sad when I am away from those who need my help."

Water, sanitation and hygiene



Najlaa collects water outside her tent in Hasansham U2 camp near Khazr, Iraq.

UNHCR is strengthening its emergency WASH response capacity in 2018 by increasing coordination, implementing immediate life-saving interventions, and monitoring their progress and the quality of service delivery. This rapid and effective response will be supported with needs assessments, fast data analysis, and the timely deployment of specialized staff. The organization will expand the number of emergency WASH items available under procurement frame agreements, as well as in its global stockpiles.

UNHCR aims to achieve a smooth transition through the phases of WASH support by ensuring planning for durable solutions in parallel with the provision of lifesaving services during the acute emergency phase. It will support the development of

multi-year WASH strategies, with a focus on adopting cost-efficient and environmentally sustainable technology solutions. Furthermore, in line with SDG.6, “Sustainable water and sanitation for all”, and the CRRF, efforts will be made to integrate WASH services for refugees within national development plans. UNHCR will work with public and private utilities in the development of water safety plans and integrated water resource management plans to increase the resiliency of infrastructure and thereby ease the burden on host communities.

The wider use of solar energy for water pumping is helping keep costs down for long-term WASH services in protracted refugee situations, such as Chad, Uganda and the United Republic of Tanzania.

UNHCR operations will continue implementing solar water pumping and sanitation “waste to value” solutions, as well as cash-for-WASH, wherever appropriate.

Women and girls’ health, dignity and school attendance will be promoted by the mainstreaming of WASH practices, preventing SGBV, and menstrual hygiene management. UNHCR will continue working with other global leaders in the roll-out of the toolkit for integrating

menstrual hygiene management in humanitarian response and to establish a global dataset on menstrual hygiene management practices amongst refugees and other people of concern to more effectively respond to their needs in the emergency. UNHCR will also continue creating livelihood opportunities through the establishment of manufacturing facilities for menstrual hygiene management and incontinence materials.

ANTICIPATED AREAS OF INTERVENTION IN 2018

KEY ACHIEVEMENTS TARGETED IN 2018

BASIC NEEDS AND ESSENTIAL SERVICES

STRENGTHEN RESPONSE AND DELIVERY OF PUBLIC HEALTH, NUTRITION AND WASH PROGRAMMES. UNHCR WILL:

Continue investing in public health, nutrition and WASH related data to drive needs-based responses and evidence-based decision-making

Roll out the new UNHCR Integrated Refugee Health Information System to all country operations with supported health programmes by the end of 2018.

Ensure the technical integrity and quality of public health, nutrition and WASH programmes from emergency to protracted situations

Develop and support through technical expert missions assessment and response planning tools as well as programmatic guidance on integration of refugees in national health services and financing mechanisms.

Strengthen inter-agency and strategic partnerships in public health, nutrition and WASH

In line with the roll-out of the CRRF in pilot countries, new predictable partnership models will be established with technical sector partners and government line ministries.