

Working in partnership



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Rwamwanja refugee settlement, Uganda. An 11-year-old boy rides around on the bike which he and his friends have made of wood.

The engagement of a broad range of actors, including those beyond the traditional humanitarian sphere, is critical to mobilizing effective responses and pursuing solutions to forced displacement and statelessness. This means strengthening existing partnerships, but also pursuing new ones that can help foster innovative approaches to protection, assistance and solutions. Practicing “new ways of working” such as strengthened humanitarian-development cooperation, is key and fundamental to the broader United Nations reform efforts, particularly in relation to the reform of the

United Nations development system and centrally linked to pursuing the 2030 Agenda.

In 2018, UNHCR contributed to field-driven initiatives to identify and work towards collective outcomes, allowing UNHCR and its partners to capitalize on comparative advantages and mandates, transcending longstanding silos, with a positive impact on operations. A key objective remained for UNHCR—ensuring that protection stays central to these efforts, be they from a humanitarian, development or peace angle.

2018 – THE YEAR OF THE GLOBAL COMPACT ON REFUGEES

2018 came to a close with the historic affirmation by the UN General Assembly of the Global Compact on Refugees.

After a year of extensive dialogue with Member States, international organizations, civil society, the private sector and other experts, UNHCR launched formal consultations on the first—or “zero”—draft of the Global Compact in February 2018. Extending over six sessions, these consultations were instrumental in the development of the Global Compact before it was proposed by the High Commissioner in his 2018 annual report to the United Nations General Assembly.



“Refugee crises call for a global sharing of responsibility, and the Compact is a powerful expression of how we work together in today’s fragmented world.”

—Filippo Grandi, United Nations High Commissioner for Refugees

The text was informed by experience in applying the Comprehensive Refugee Response Framework (CRRF), initiated in 15 countries in follow-up to the New York Declaration, as well as lessons learned and ideas generated from other historical and current refugee situations. It also drew on thematic discussions which had explored actions to be taken to bring about the kind of comprehensive refugee responses envisaged by the New York Declaration, with arrangements for their reinforced operationalization outlined in the Compact.

While acknowledging the primary responsibility and sovereignty of States, the Global Compact recognized—in both substance and process—that transforming the collective response to refugee displacement and solutions would require a broader and more diverse coalition of support and action.

The essential role of all stakeholders in driving policy, influencing public opinion, providing protection and lifesaving assistance, or facilitating solutions, is not new. Indeed, with an issue as complex and far-reaching as

refugee displacement, no single actor can operate in isolation. UNHCR’s own work would not be possible without the contributions of all its many partners.

The Global Compact builds upon this by setting the scene for a more systematic and predictable engagement with a broader range of stakeholders from the outset, to capitalize on their respective expertise, capacities and resources.

With strong partnerships essential for sustainable and comprehensive responses, UNHCR engaged a wide range of actors—States, development actors, international organizations, UN entities, the private sector, financial institutions, NGOs, academics, diasporas and civil society, to name a few—throughout the consultations and in developing the text.

UNHCR ensured the voices of refugees and host communities were included in developing the Compact, recognizing that responses are most effective when they actively and meaningfully engage those they are intended to protect and assist. Given the diversity of experiences among refugees, those who contributed represented only a part of the refugee community, but their involvement was nonetheless vital in identifying key issues and providing a “sounding board” for the development of people-oriented reception, protection and solutions policies.

The engagement of development actors was also key, recalling the need for humanitarian assistance and development aid to complement each other. Equally, the importance of promoting solutions that build on local economies and address the needs



of affected host communities, the majority of which are in developing countries, has rightly gained greater prominence.

In addition to generating ideas to be included in the Global Compact’s programme of action, UNHCR’s partners were instrumental in sharing good practices. Indeed, many States and organizations have long been pursuing comprehensive responses in different countries and regions where refugees are hosted. Their experiences helped to highlight both the challenges and opportunities to consider in the development of the Global Compact, and in providing examples of innovative approaches to be replicated or built upon in the future.

The Comprehensive Refugee Response Framework in 2018

Two years into the application of the CRRF, valuable good practices and lessons learnt have been collected on the practical application of comprehensive responses that can be adapted across countries and regions when operationalizing the Compact, as of 2019.

The experience of some CRRF countries which pioneered the Framework ahead of the affirmation of the Compact demonstrates the value of early engagement of donors, recalling that for donors to adjust strategies and priorities in line with the CRRF they, too, require time to build understanding and ensure alignment. Refugee-hosting countries have noted the need for further flexibility and predictability in funding mechanisms, with complementary humanitarian and development support, and greater transparency in relation to

Official Development Assistance (ODA), which would support government and NGO stakeholders in longer-term planning and prioritization, and to maintain political support for comprehensive approaches.

Experiences in CRRF countries show that there are substantive changes in the approach of some donor States. Some of these include: taking longer-term perspectives on displacement; focusing on livelihoods and economic inclusion, supporting the efforts of host governments for inclusion of refugees into national service delivery; and demonstrating willingness to work across host and refugee communities, thereby ensuring that development gains are shared across both communities.

For example, the European Union, Germany, Japan and the Republic of Korea were among the first donors to coordinate their humanitarian and development funding, and make significant additional contributions

Global Compact for Refugees | Objective 1 | Ease pressures on the host countries involved.

Governmental donors and the EU exceeded their 2017 humanitarian funding levels to UNHCR in 2018 (see the chapter on *Funding UNHCR's programmes*). However, diversity remained largely confined to the private sector.

More broadly, over the past three years, members of the OECD Development Assistance Committee (DAC) have contributed ODA bi-laterally or through pooled funds to international organizations to programmes and projects supporting refugees and host communities with \$25.98 billion and an addition of \$2.99 billion in 2018 (noting that final year-end figures for 2018 are not yet available). ODA growth between 2015 and 2017 showed a steady increase, with DAC members mostly indicating their ODA would remain the same or increase in the future.

Over the same three-year period, the percentage of development funds going to refugee-hosting contexts increased, from 23% in 2015 to 29% in 2017, and 21 DAC members are integrating issues related to refugees into their development policies. Along with members of the DAC, rising engagement from multilateral development banks was noted. This will not only be catalytic in drawing in other development partners, but also indicates a trend toward greater involvement in refugee-hosting contexts on the development side.



Development actors

In 2018, the UN Secretary-General highlighted the CRRF as one of the most concrete expressions of the “new way of working”. UNHCR’s cooperation with the World Bank is an example of how complementary partnerships can leverage additional funds to support host countries, host communities, and refugees. UNHCR does not itself undertake development activities but seeks to influence and encourage additional financing to support the efforts of national governments to address refugee situations. In line with the Global Compact, UNHCR played a catalytic role in bringing humanitarian and development actions closer together to address the longer term challenges of forced displacement.

Further financing is required to meet the commitments made in the New York Declaration. Some CRRF countries are or will have greater access to expedited concessional finance that has the specific objective of increasing self-reliance for refugees and host communities. However, only a select set of CRRF countries have access to the World Bank IDA 18 refugee and host community sub-window, although they may qualify for other relevant financing. To date, 14 countries have been determined eligible for this World Bank funding.

Lastly, although there has been progress in some CRRF countries in areas such as collaboration in industrial zones, joint job programmes or other livelihood schemes that employ or benefit people from both host and refugee communities, the main successes have been in policy. Examples of such include the Jordan Compact and the Ethiopia Jobs Compact, where multinationals have been willing to invest capital in businesses and services which benefit both refugees and host communities. There has also been increased collaboration with private sector investors in certain CRRF countries and an increased focus on private sector approaches, particularly the role private sector actors can play in facilitating income opportunities for refugees and host communities, and financial inclusion.

towards host communities and refugees through development funding, supporting area-based approaches in line with priorities of national and local authorities. Similarly, development actors at the country level are adapting their approach to refugee hosting areas. Development donors such as ADA (Austria), BMZ (Germany), DANIDA (Denmark), DEVCO (EU), Enabel (Belgium), JICA (Japan), KOICA (the Republic of Korea), the Netherlands, and Sida (Sweden) scaled up activities and brought longer-term investments and a sustainability lens to the response.

DANIDA, for example, is dedicating up to 60% of its country programme to the

humanitarian-development nexus with the new Northern Uganda Resilience Initiative. Sida is building the capacity and the systems of Uganda’s hospitals to reduce neonatal mortality. Since December 2016, more than 130,000 pregnant women and 550,000 children under five in both refugee and hosting populations have been assisted through UNICEF’s Health Systems Strengthening project. The EU Trust Fund for Northern Uganda, run through an NGO consortium led by the Danish Refugee Council and bilateral agencies such as Enabel has made progress in securing an income for over 6,650 beneficiaries.

During planning for comprehensive responses, experience demonstrated the need for close attention to the gaps between government policy and service delivery, often requiring a deeper analysis of policy implementation and structural and procedural issues in addition to legal and policy frameworks. For example, in the majority of CRRF countries refugees have the right to work but, nonetheless, may not be fully benefitting from these more inclusive refugee policies. In some contexts, restrictions such as on freedom of movement may hamper self-reliance or access to national services which require movement outside camps or other designated locations of residence. As a result of structural economic and administrative or cultural barriers to the labour market, in practice, refugees' participation might be effectively reduced or impeded.

National ownership and leadership has proven to be the most critical factor driving the success of CRRF application, including in Afghanistan, Chad and Rwanda, which became CRRF countries in 2018. In several

countries, the CRRF approach and wide-ranging partnerships across government, UN Agencies, donors and NGOs has facilitated a “whole-of-government” approach and provided fora to agree on programmes of work and strategies that link to government priorities. In all countries, the CRRF has leveraged existing formal mechanisms to ensure an integrated government response.

In Latin America, for example, States implementing the regional Comprehensive Refugee Response Framework for Central America and Mexico (known as the MIRPS, which has national chapters containing a “whole-of-government” response) showed strong leadership building on and extending pre-existing regional agreements. Much of the success and momentum of the CRRF roll-out in Uganda has been driven by its ownership of the CRRF through a high-level Steering Group within the Government with wide stakeholder representation including local authorities, as well as refugees and host communities.



An innovative approach to self-reliance transforms lives in Ethiopia

Since 2012, a UNHCR and IKEA Foundation project in Dollo Ado, Ethiopia, has created opportunities for refugees and the host community to work together, learn and earn a living. 1,000 hectares of previously barren land are now farms that boast crops such as watermelon, tomatoes and corn. Investment in education will allow future generations to sustain this initiative. Local businesses are also flourishing thanks to access to microfinance, allowing farmers to sell their crops. This project owes its success to the vision of the Government of Ethiopia and the collaborative efforts of local and regional authorities.



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Global Compact for Refugees | Objective 2 | Enhance refugee self-reliance.

There is a growing recognition of the potential social and economic contributions refugees can make in their host countries, when permitted to do so. A more inclusive policy and legal approach by hosting States supported by increased investment by development actors can generate development gains in key SDGs for host communities as well as refugees. Refugee-hosting countries overall moved considerably towards more inclusive policies, with progress noted across most countries since September 2016. This included new refugee laws and regulations guaranteeing the rights of refugees and expanding refugee access to national systems and services.

Ethiopia's revised refugee law is an example, one of the most progressive pieces of refugee-related legislation in Africa, adopted shortly after the agreement on the Global Compact on Refugees. Chad announced it would roll out the CRRF in May, and by June the Ministry of Education announced that 108 schools in 19 camps and refugee sites across the country had become official Chadian schools. Similarly, refugee schools in Kakuma, Kenya, were registered as public schools with the Ministry of Education.

In Costa Rica, refugees and asylum-seekers have been included in the “My First Job” initiative, aiming to stimulate the private sector through a subsidy system for those hiring people of concern, especially youth and people living with vulnerabilities. In Zambia, UNHCR's partner UNCDF worked with the Bank of Zambia to change policy on what is an acceptable form of ID for opening a bank account, and Government-issued Refugee Certificates and refugee ID cards are now accepted as valid “know your customer” documents by financial service providers.

Importantly, refugees participate in CRRF facilitation mechanisms (Steering Groups and Secretariats) in Djibouti, Ethiopia and Uganda, and have been extensively consulted in places like Costa Rica, Mexico and Panama. Some States also started incorporating refugees into planning processes in 2018. In Central America, this was through specific and detailed commitments in the MIRPS, with greater integration in planning stages a key element of the “whole-of-society” approach.

On more sensitive areas, such as freedom of movement for refugees and encampment, varying degrees of progress have been made, although across all contexts some progress is noted from previously held positions.

Against a 15-year trend of gradual and consistent increases in the numbers of individuals resettled (albeit with annual fluctuations), submissions in 2018 were on a par with the average level for the period. As part of the global commitment to more equitable and predictable responsibility-sharing in the New York Declaration, Member States expressed an intention to provide resettlement places and other legal

pathways for admission on a scale to meet the annual needs identified by UNHCR. The Emerging Resettlement Countries Joint Support Mechanism and the Global Refugee Sponsorship Initiative are important efforts seeking to expand not only the base of countries participating in resettlement schemes but also the pathways and number of places available.

Global Compact for Refugees | Objective 3 | Expand access to third-country solutions.

Resettlements since the adoption of the New York Declaration are lower despite the upward trends over the last decade. Accompanying this decline have been multiple initiatives to expand opportunities for third-country solutions by both Member States and UNHCR (see the chapter on *Building better futures*). The development of the three-year strategy (2019-2021) on resettlement and complementary pathways foreseen in the Global Compact will be critical in attempts to reverse this decline.

There has been some progress, however. Some traditional resettlement States—including Canada, Finland, France, Germany, Ireland, Italy, Luxembourg, New Zealand, Norway, Portugal, Spain, Sweden and the United Kingdom—expanded or are expanding the numbers of refugees they resettle. The pool of States with resettlement programmes is also expanding thanks to a number of emerging resettlement countries, strengthened and consolidated through the Emerging Resettlement Countries Joint Support Mechanism. This was launched at the Leaders' Summit on Refugees, and provides a platform to facilitate strategic support and capacity-building efforts for the development of robust and sustainable resettlement programmes in new resettlement countries. The Mechanism is already providing support to Argentina, Brazil, Chile and Uruguay.

Access to resettlement is also being facilitated through the establishment and expansion of private and community sponsorship programmes for refugees. The use of evacuation transit facilities—both as a protection tool for refugees in need of urgent or emergency resettlement and as an alternative site for refugee processing—has expanded. Examples of such are the Emergency Transit Mechanism in Niger, and the Protection Transfer Arrangement programme in Central America.

The situation around the Mediterranean led to UNHCR calling in October 2017 for States to provide 40,000 resettlement places for the 15 asylum countries along the central Mediterranean route as part of the recently-established Core Group for Enhanced Resettlement and Complementary Pathways along the Central Mediterranean Route. Thanks to the collective efforts of States, UNHCR received 39,698 places out of the 40,000, an important demonstration of how collective efforts can contribute to responsibility-sharing.

On returns, the trend these past few years has been the numbers of people voluntarily repatriating—the preferred option for most refugees—are far outweighed by the numbers being forced into displacement, or the numbers in protracted displacement. More detailed assessments of countries of origin and the relative safety for returns is

needed as, for example, refugees may leave countries of asylum with deteriorating protection conditions, not because of significant improvements in their country of origin, but because there is marginally better security in the country of origin than the country of asylum.

Global Compact for Refugees | Objective 4 | Support conditions in countries of origin for return in safety and dignity.

Addressing the root causes of forced displacement, including peacebuilding in countries of origin, represents the key challenge towards achieving this objective of the CRRF. This requires political investment and enhanced stabilization and development efforts from regional and international actors. Although limited voluntary returns occurred during the year in CRRF countries, regional approaches to drivers of displacement and instability, such as the MIRPS in Central America, IGAD's "Nairobi Declaration and Plan of Action on Durable Solutions for Somali Refugees and Reintegration of Returnees in Somalia", and the Solutions Strategy for Afghan Refugees are crucial in accelerating solutions in countries of origin.

A "whole-of-government", multi-stakeholder approach, as reflected in the CRRF, requires an investment of time and leadership by host governments to bring together diverse stakeholders and build a shared understanding. Factors such as leadership and political commitment from the highest levels of government, openness to policy reform, and international and multilateral agencies' commitment to new ways of working all contributed to contextually appropriate realizations of comprehensive

responses. There is a growing recognition of the potential social and economic contributions refugees can make in their host countries, when permitted to do so. Inclusive policy and legal adjustments by hosting States supported by increased development investments can positively impact socioeconomic conditions for host communities as well as refugees.

The main goal of UNHCR's vast network of partnerships is to ensure better outcomes for people of concern by combining and leveraging complementary resources and working together in a transparent, respectful and mutually beneficial way. These partnerships also underpin UNHCR's engagement in inter-agency fora and processes, where mutual understanding and strong alliances help ensure that refugees, returnees, stateless persons and IDPs are adequately prioritized.

UN reform

UNHCR contributed to several of the key UN reform efforts of 2018. As part of the United Nations Sustainable Development Core Group, UNHCR played an active part in the finalization of the Management Accountability Framework which articulates the mutual accountabilities between Resident Coordinators and UN Country Team Representatives. The Office remained constructively engaged in the design of the new United Nations Development Assistance Framework with a view to ensuring effective collective UN support to countries in their efforts to achieve the SDGs. As co-Chair with WFP of the Business Innovation Strategic Results Group, UNHCR worked to meet targets relating to greater integration of agencies' back offices, expanding use of common premises and operationalizing mutual recognition of policies. Moreover, UNHCR was an active member of the Joint Steering Committee to advance Humanitarian and Development Collaboration chaired by the Deputy Secretary-General, designed to resolving systemic bottlenecks for collaboration with specific focus on several key priority countries and regions.

UNHCR also supported enhanced UN conflict prevention and mitigation efforts as part of the Secretary-General's peace and security reforms. The Office played a regular

and substantive role in the weekly Deputies and Executive Committee meetings; remained active in the sustaining peace architecture, including through review of proposals to the Peacebuilding Fund; the preparation of system-wide guidance on peacebuilding and sustaining peace; and, through strengthened engagement with the permanent and non-permanent members of the Security Council on matters affecting people of concern. Importantly, the Office led the Secretary-General's mandated inter-agency group on statelessness to revise the Guidance Note on Statelessness; create strategies for priority countries; research nomadic groups; and improve methodology and data for global estimates.

United Nations Agencies

UNHCR participated in a wide variety of inter-agency fora and strengthened its partnerships with other agencies, in line with its commitment to the SDGs, the New York Declaration and the Global Compact.

The SDGs are the cornerstone of UN engagement and the UN system has been aligning its programmes to support the implementation of the 2030 Agenda. The great promise of the SDGs is that no one is left behind, and refugees, IDPs and migrants are identified as groups that are included in this commitment. The SDGs are owned and implemented by governments,

which UNHCR stands ready to support in line with their priorities and in areas where the Office has expertise.

Central to the 2030 Agenda is identifying and overcoming obstacles to allow marginalized populations to contribute to, and benefit from, inclusion in sustainable social and economic development processes. This is of particular importance to UNHCR, which issued a "Preliminary Guidance Note on the 2030 Agenda" in 2017. Reflecting on 2018's experience, UNHCR updated the Guidance Note to set out its normative and operational support to refugees, IDPs and stateless persons within the overall framework of the SDGs. In the new Note, UNHCR will pursue inclusion and partnerships (notably with other UN Agencies) to plan and deliver the Office's contributions to the SDGs. All field operations are to engage in the UN's efforts in support of the SDGs, particularly in relation to the inclusion of marginalized populations. A positive example of this comes from the 2018-2022 UNDAF for Kenya, where refugee priorities were integrated for the first time.

Similarly, there was extensive work on SDG 16.9 as part of the #IBelong Campaign to End Statelessness.

There was effective inter-agency coordination in preparing and responding to emergencies. The analysis on early warning, early action and readiness issued by the IASC's reference group identified early actions around risks of very high concern. A unified response to the Ebola outbreak, for instance, allowed for the identification and securing of high-risk

contact points in Uganda. UNHCR also helped develop the IASC "humanitarian system-wide scale-up" protocols, which replaced the "humanitarian system-wide emergency activation-Level-3 response".

Partnership with WFP was key in promoting food security and self-reliance for people of concern in particularly dire drought-prone contexts such as Cameroon, Chad and Ethiopia. In December 2018, UNHCR, OCHA, UNICEF and WFP agreed on key principles for a common cash platform, which can include other interested agencies, in line with Grand Bargain commitments. Partnership with WFP also resulted in joint principles for targeting assistance and a global data sharing agreement.

Strengthening self-reliance was also the main objective of UNHCR's partnership with ILO, in efforts to include refugees in national health systems as well as offering them personal development and economic opportunities in their countries of asylum.

Working with UNICEF, UNHCR provided refugees access to education on the same grounds as their host communities to avoid the "lost generations" of conflict, for instance by expanding certified accelerated education programming for both refugee and host community youth in Africa and Asia.

Collaboration with both UNICEF and IOM was crucial in identifying the needs and advocating safeguards for vulnerable people, with a specific attention to unaccompanied or separated children on the move.

UNHCR Guidance
Note on the 2030
Agenda



NGOs

UNHCR worked with 861 national and international NGOs as partners, as implementing agencies, and as fellow advocates for the rights of displaced people and stateless populations. Of the \$1.407 billion UNHCR disbursed to partners, some \$1.194 billion, or 85%, was provided to NGOs, including \$554.7 million to 666 national NGOs (see *Funding UNHCR's programmes* for more details).

The annual NGO consultations—one of the largest such UN-organized events—focused in 2018 on “Putting people first”. On this occasion, UNHCR launched the “UNHCR NGO Innovation Award”. The two winners, SINA Loketa from Uganda and Artemisszió from Hungary, were chosen for the innovative ways of improving the lives of people of concern.

UNHCR’s Partner Portal was converted into an inter-agency portal in November 2018. It supports common due diligence processes that reduce the administrative burden on partners and enhance efficiency as they only need to register once to access

three of the largest UN Agencies (UNHCR, UNICEF, and WFP). Since the conversion took place, 26 new partners entered into partnership agreements with UNHCR. The Office and UNICEF also harmonized their auditing method for common partners, using a risk-based approach established by UNHCR.

Private sector

UNHCR continued to look to the private sector for ever greater financial support, as well as to contribute to providing solutions for refugees and host communities. Individual donors, corporations, foundations and philanthropists were increasingly prominent partners, contributing with funding, in-kind donations, technical expertise, creativity and innovation to deliver critical programmes and raise awareness to and engagement on the refugee cause.

The private sector now often provides products and services that refugees and host communities need. It spurs economic growth. It invests in technology. It employs refugees directly and indirectly throughout

different value chains. For example, refugees and host communities in Dollo Ado, Ethiopia, reaped the benefits of pioneering investment from the IKEA Foundation, and the partnership with the Bill & Melinda Gates Foundation focused on innovative solutions in health, water, sanitation and hygiene.

A new private sector global campaign began, a virtual solidarity walk where people reach a communal target of

2 billion kilometres through fitness apps or online, representing the cumulative distance walked by refugees globally each year.

At the same time, funds from the private sector provided a growing source of mostly unearmarked income, giving flexibility in how and where these funds can be used, and allowing UNHCR to diversify its sources of funding (see *Funding UNHCR's programmes* for more details).

2 Billion
Kilometres To
Safety - The new
private sector
global campaign



UNHCR NGO
Innovation Award



UNHCR's Partner
Portal



“The Girls’ Takeover”

To celebrate International Day of the Girl Child, Plan International and UNHCR arranged “The Girls’ Takeover” when, for one day, Sandy Alqas Botros, a 19-year-old Iraqi refugee now living and studying in Germany, took over the functions of UNHCR’s Assistant High Commissioner for Operations.



UNHCR appointed its first two Patrons in recognition of their advocacy and awareness-raising work on behalf of millions of refugees

Her Royal Highness Princess Sarah Zeid of Jordan was appointed Patron for Maternal and Newborn Health. She has championed the needs and rights of mothers and newborns in fragile and humanitarian settings. Her role will also help highlight the results of the work jointly conducted between UNHCR and the Bill and Melinda Gates Foundation to save newborn lives.

The Venerable Vudhijaya Vajiramedhi, a highly respected Thai Buddhist monk, was appointed UNHCR’s Patron for Peace and Compassion. He has supported the Nobody Left Outside shelter campaign, and is particularly focused on using his title to advocate for peaceful co-existence between refugees and host communities.

A Patron is a prestigious honorary title given to those who support UNHCR and refugees by dedicating valuable time to disseminate information and knowledge about refugees. The role is to influence public opinion, change negative attitudes towards refugees and engage others to support UNHCR’s work.



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Engaging with the public – global campaigns

The #WithRefugees campaign marked its third year on 20 June 2018—World Refugee Day—showcasing the positive actions made around the world to help mitigate fear, intolerance and growing xenophobia towards refugees. Cities, companies, universities, foundations, faith-based organizations, youth groups and millions of people came together in support of the refugee cause with more than 30 million worldwide expressions of solidarity, and 1.8 million petition signatures calling for all refugees to have access to school, the possibility to work, and to have a safe place to live.

By World Refugee Day 2018, UNHCR was able to bring together a coalition group of over 450 members, many of whom are refugees themselves, and a commitment to promote tolerance and respect for people forced to flee. Examples of initiatives by coalition members included United World Colleges' aim to enrol up to 100 refugee students a year at its 17 colleges worldwide, Airbnb's tool to enable hosts to provide free, temporary accommodation to refugees, and IKEA Switzerland's offer of internships as a gateway to employment.

UNHCR also launched Cities #WithRefugees, inviting cities and local authorities all over the world who are working to promote inclusion, support refugees and bring communities together to sign a statement of solidarity #WithRefugees. Fifty cities had joined this

coalition by World Refugee Day, and over 120 by the “High Commissioner’s Dialogue on Protection Solutions in Urban Settings” in December. Other campaign highlights included the launch of the #WithRefugees Solidarity Tour, which helped amplify the impact of over dozens of national and global solidarity events in more than 45 cities, and the #WithRefugees Solidarity Map showcasing all the incredible work and innovation taking place around the world for and by refugees.

UNHCR’s Goodwill Ambassadors and high profile supporters were generous with their influence and popularity in building compassion and support for the refugee cause. By mobilizing fans, generating empathy, drawing media and social media attention, helping UNHCR engage with government and private sector decision-makers, shedding a spotlight on the human stories behind the sometimes overwhelming statistics, they made a difference in the lives of the people UNHCR serves. They also played a role in fundraising, with over \$2 million raised, notably \$1.5 million from an event hosted by Cate Blanchett. Goodwill Ambassadors helped secure large corporate donations in 2018. For instance, a portion of the proceeds from the global release of Khaled Hosseini’s “Sea Prayer” went to UNHCR, in addition to all author proceeds (the first donation raised \$265,000). Examples of their commitment, work and impact are included throughout this Report.

#WithRefugees
Coalition



Cities
#WithRefugees



#WithRefugees
Solidarity Map



From the UNHCR Archives: World Refugee Year, 60 years on...



In September 1958, the United Nations General Assembly approved the institution of World Refugee Year, an ambitious attempt to promote awareness of the refugee situation, encourage donations and find permanent solutions for different refugee crises. The campaign was coordinated by UNHCR and UNRWA, was launched in June 1959, and consisted of both political and diplomatic activity.

UNHCR’s Archives documents this huge effort, which included events and exhibitions, and the release of photos, individual stories, pamphlets, publications and movies, which in many ways foreshadowed the advocacy work that continues to this day. UN Special Representative Claude de Kémoullaria visited 45 States to advocate for the refugee cause. Worldwide media coverage was a success, thanks also to the commitment of celebrities like Yul Brynner and Brigitte Bardot.

An important mention goes to the Stamp Plan: on 7 April 1960 a stamp, depicting a stylized refugee sheltered by two hands, was issued by 70 postal authorities to raise money and attract public attention. Designed by Danish designer, Olav Mathiesen, this emblem would go on to become the official UNHCR logo.

The impact of World Refugee Year was considerable and multi-level. Thanks to generous donations, UNHCR’s Camp Clearance Programme in Europe was totally financed, giving the chance of a new life for the over 30,000 European refugees still living in camps 15 years after the end of World War II. New States acceded to the 1951 Convention and took action to resettle categories of refugees—such as persons with special needs—to whom this option had been denied. World Refugee Year showed that a great awakening of public and individual conscience to refugee situations and their resolutions was possible in 1959, just as it is today.

“The tremendous gap between the needs of humanitarian programmes in all parts of the world and the resources available to implement them is a constant challenge to the conscience of more fortunate members of mankind.”

—Sadruddin Aga Khan, UNHCR Chargé de Mission and later High Commissioner.

UNHCR’s Archives occupies 13 kilometers of shelving, while its digital archives comprise some 10 million documents. The Records and Archives Section safeguards this globally and historically unique collection and uses a state-of-the-art system to preserve digital materials. The Archives contain a wealth of detail about important events including, for example, records from the 1956 Hungarian uprising—the first major emergency in which UNHCR became operational—as well as of UNHCR’s role as lead UN Agency in the former Yugoslavia in the 1990s.

Sport is recognized in the Global Compact on Refugees (Art. 44) as a tool for social development, inclusion, cohesion, and well-being, particularly for refugee children, adolescents and youth. Partnerships with, amongst others, the Asian Football Confederation, the Badminton World Federation, the English Football Association, the FC Barcelona Foundation, the Football Club Social Alliance,

the International Olympic Committee (IOC), Jesuit Worldwide Learning, Peace and Sport, and the Taekwondo Humanitarian Foundation provided resources and expertise in sports programming. At the IOC's Olympism in Action Forum in Buenos Aires in October 2018, UNHCR, the IOC and Terre des Hommes launched the "Sports for Protection toolkit", a practical guide for sports programming in forced displacement settings.

The Nansen Award



Since its establishment in 1954, few humanitarian honours possess the rich legacy of UNHCR's Nansen Refugee Award, which acknowledges individuals, groups and organizations for their dedication and outstanding work on behalf of forcibly displaced people.

In 2018, **Dr. Evan Atar Adaha**, a surgeon from South Sudan, was honoured as the laureate of the Award. Dr. Atar is the only surgeon as well as the medical director at Maban Referral Hospital, a 120-bed facility in Bunj, in Maban County, serving a population of more than 200,000, and the only functioning surgical facility in Upper Nile State. The Award recognized Dr. Atar's tireless efforts to bring health care to the neediest in a tense and volatile region of South Sudan.

Four regional winners were also honoured with a Nansen Refugee Award certificate.

Ms. Samira Harnish, Founder and Executive Director of Women of the World, based in Salt Lake City, Utah in the United States of America; **Reclaim Childhood**, an organization based in Jordan which uses sports to empower refugee women and girls; **Ms. Tuenjai Deetes**, a Thai activist devoted to improving the lives of stateless hill tribe communities in Northern Thailand; and **Mayor Andreas Hollstein and the volunteers of the town of Altena, Germany** for their innovative approach to the integration of refugees.



Refugee coordination

Refugee response plans (RRPs) provide a comprehensive picture of identified needs, the impact on host communities, operational strategies, and financial requirements. The regional RRP included the requirements of 218 partners in 22 countries appealing for more than \$8 billion under the leadership of Regional Refugee Coordinators, with the Syria Regional Refugee and Resilience Plan (the 3RP) co-led by UNHCR and UNDP. More than \$4.574 billion was mobilized for these crises.

A key lesson integrated from 2018 is RRP need to evolve from purely emergency to more comprehensive responses, including a focus on mid- to long-term solutions. The 3RP has been an important example in this as, since its inception, it adopted bi-annual planning cycles to good effect. Building on this experience, the 2019 RRP prepared in 2018 are two-year plans covering 2019 and 2020 integrating emergency response and resilience efforts.

This approach was instrumental in developing the Regional Refugee and Migrant Response Plan for the Venezuela situation, which is co-led by UNHCR and IOM. This Plan employs a distinct regional platform approach to meet the full breadth of needs faced by the affected population and the countries hosting them. In addition, UNHCR participated in similar inter-agency plans for Bangladesh and Burkina Faso, the former jointly coordinated by UNHCR, IOM, and the UN Resident Coordinator.

To improve financial tracking for RRP and refugee responses in general, UNHCR developed the Refugee Response Financial Tracking Dashboard. This online tool compiles inter-agency budget and funding information for all RRP since 2012 and is now the main platform for financial tracking for inter-agency refugee responses.

In addition to its involvement in RRP, UNHCR participated in 19 of the 22 humanitarian response plans led by Humanitarian Coordinators, out of which it coordinated 14 refugee chapters.

Refugee Response Financial Tracking Dashboard



REGIONAL REFUGEE RESPONSE PLAN	Inter-agency budget (USD)	Inter-agency funding received (USD)	Funding level
Burundi	391,196,905	130,985,091	33%
DRC	547,049,611	185,207,443	34%
Nigeria	156,586,701	78,418,703	50%
South Sudan	1,379,415,957	694,606,917	50%
Syria 3RP	5,608,951,510	3,485,165,365	62%
TOTAL	8,083,200,684	4,574,383,519	57%

Decentralization – building the UNHCR of tomorrow



Inside Doro, South Sudan's largest refugee camp, Benamoyo primary health care centre is the newest of two such establishments offering comprehensive primary health care services to more than 59,000 refugees, and to members of the host community. UNHCR ensures a constant supply of drugs, an ambulance for referrals, and technical and supportive supervision to staff.

In 2018, UNHCR launched a decentralization process to build strong and empowered regional presences and country offices, and move authority closer to the point of delivery. This decision reaffirmed UNHCR's strong commitment to remain a field-oriented organization placed as close to the point of delivery as possible so as to better understand and respond to the needs of people of concern. It also reflects broader United Nations reform efforts—the Global Compact, the Grand Bargain, reforms to development, peace and security, and the Secretary-General's reform agenda to promote greater efficiencies within the UN system.

Throughout 2018, a Change Team within UNHCR designed a process to move decision-making and accountability closer to the point of delivery; empower

operations to make appropriate decisions without unnecessary delay; respond faster and more flexibly, especially at the onset of large-scale emergencies; change how funds and resources are prioritized and invested; and strengthen operational integrity by capturing context-specific knowledge and translating it into viable programmes. As part of this process, by the end of 2019, Bureaux will be moving to the field and equipped with stronger capacities in the areas of strategic planning and management, external engagement, protection, operations support and coordination to support the country operations.

Starting in 2019, and completed by the end of 2020, these reforms will allow UNHCR to become a stronger and more reliable partner in the collective effort to protect

and assist people of concern; to advance strategic partnerships at the point of delivery, particularly with development actors; and to engage more closely consistently with States and other actors at the national and regional levels.

Multi-year, multi partner strategies

The development and implementation of multi-year, multi partner (MYMP) strategies in 22 operations* has facilitated new strategic alliances and a much broader coalition of partners. The strategies have also helped in defining UNHCR's role and specific contributions to the application of comprehensive responses at country level, bringing comparative advantages to resolve protection and solution challenges in a sustainable way for people of concern.

In 2018, UNHCR conducted a lessons learned exercise. Institutionalization of a MYMP approach, the exercise found, will need a broad set of changes to existing systems and business processes, as well as structured support to field operations over a number of years.

The lessons will be integral for the revision of UNHCR's results-based management (RBM) system, which will incorporate several key changes in operations management processes, including multi-year requirements. The future RBM system will empower UNHCR's field operations to develop, implement and monitor multi-year, context-appropriate protection and solution strategies and plans for UNHCR and (implementing) partners' response, with focus on collective results. Revision of UNHCR's results framework will allow for greater flexibility to develop context-specific

theories of change that align with national priorities and inter-agency frameworks.

The pursuance of MYMP strategies was bolstered by the November 2018 launch of the Solutions Capital Initiative, a donor pact aiming to catalyse the implementation of MYMP strategies in Costa Rica, Ecuador, Ghana, Kenya, and Malawi. Through strengthened systems, tools and guidance, MYMP approaches will be better monitored and evaluated, including the use of a theory of change and greater focus on outcomes.

* The operations are Algeria, Brazil, Cameroon, Chad, Colombia, Costa Rica, Djibouti, Ghana, Ethiopia, Ecuador, Kenya, Malawi, Mali, Mauritania, Mexico, Niger, Rwanda, Senegal, the United Republic of Tanzania, Uganda, Ukraine, and the Regional Office for Northern Europe.