

Multi-Year Pilots Promoting Solutions in Ghana, Senegal, Tanzania, Uganda, Costa Rica and Ecuador 2016-2019



September 2016

Cover photograph:

South Sudanese refugee children in Northern Uganda.

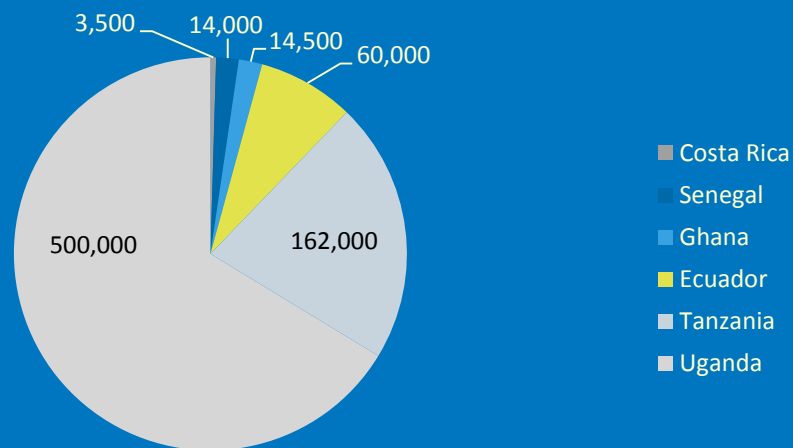
UNHCR / Will Swanson

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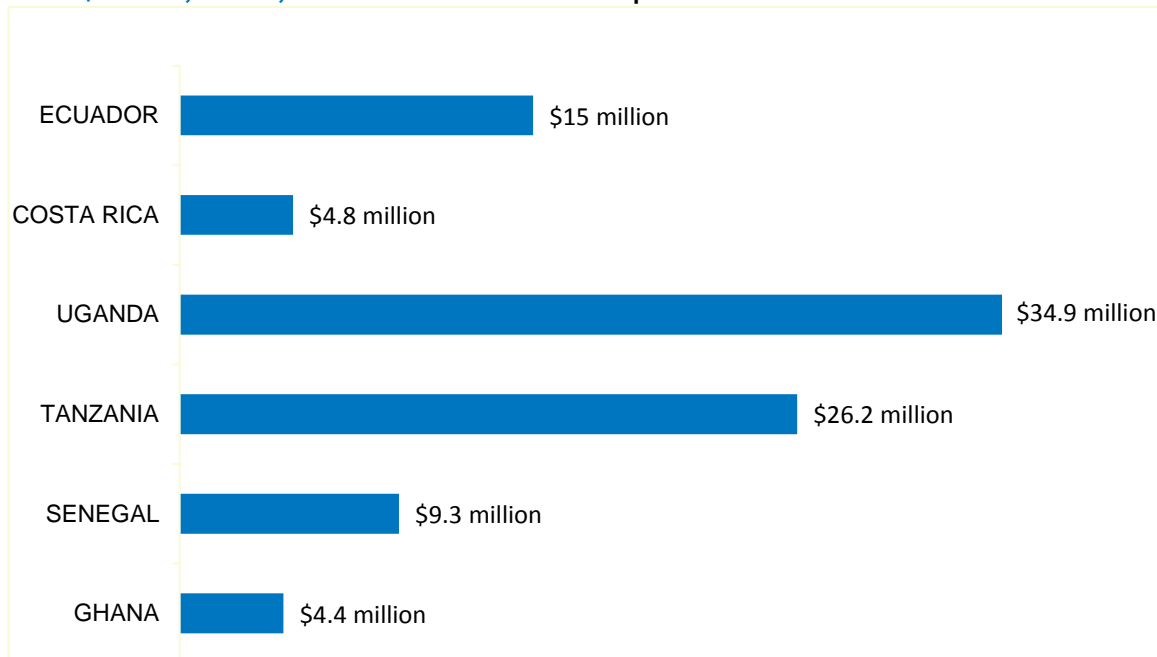
AT A GLANCE

A total of 1,475,444 people of concern



* Includes host community populations

US\$101,126,484¹ in financial requirements for 2016-2019



¹ All dollar signs in this document denote United States dollars. This figure includes regional activities and support costs (7%).

A PROGRESSIVE APPROACH TO SOLUTIONS

Multi-Year and Multi-Partner Pilots

In 2015, UNHCR launched multi-year, multi-partner planning pilots in six operations—Costa Rica, Ecuador, Ghana, Senegal, Uganda and the United Republic of Tanzania—to test new approaches to the design, implementation, monitoring and evaluation of UNHCR country programmes. The aim is to provide tools for UNHCR to develop more innovative long-term programmes with partners, which are complementary to ongoing development efforts and enable UNHCR to be a more predictable partner. This pilot draws on lessons learned of the criticality for long-term planning that extends beyond immediate humanitarian needs allowing focus on effective protection, sustainable self-reliance of persons of concern and durable solutions for all populations of concern, including those in protracted situations. In the longer term these interventions should reduce the conventional humanitarian parallel services that are not sustainable and that do not support local and national systems.

The multi-year planning pilots are based on multi-year protection and solution strategies with an overall vision for the next three to five years, as well as strategic objectives and milestones, key stakeholders, leadership and coordination structures, risk assessments, and resource requirements. These strategies work towards achieving the economic, legal, socio-cultural, and civil-political dimensions of solutions—working with local and national authorities to strengthen communities while reducing the risk of disenfranchisement among people of concern as well as host communities. The approach entails a continuous advancement towards greater enjoyment of rights in countries of asylum while durable solutions are pursued.

Two of the operations—Tanzania and Uganda—are currently responding to emergency situations as well as supporting refugees who are in a protracted displacement situation. In these contexts, interventions for both emergency and protracted situations fall under a broader protection and solutions programming umbrella. This ensures a solutions-oriented approach from the outset of displacement and early engagement of development actors in emergency settings.

In 2016, UNHCR senior management endorsed the six strategies. Lessons learned are already feeding into the institutionalization of a more strategic and progressive approach to solutions with UNHCR playing a central role in supporting governments and acting as a catalyst for action by other types of stakeholders. The strategy development process has had significant intrinsic value. It has improved situation analysis, prioritization and decision-making while embedding broad ownership among key operational stakeholders. Consequently, the framework for protection and solution strategies was included in the 2016 planning instructions to all operations. Over the next few years, UNHCR will monitor the implementation of these six pilots so as to determine where and how to expand and refine them.

Population data

	CONCERNED POPULATIONS <i>as of 31 December 2015</i>	PLANNED ASSISTED POPULATIONS <i>by December 2019</i>
Ghana	3,600	3,600*
Senegal	20,687	20,687
Tanzania **	382,620	604,712*
Uganda**	512,966	640,496
Costa Rica	6,883	13,000
Ecuador	185,785	192,949
TOTAL	1,112,541	1,475,444

*Reflects planned assisted populations as of December 2018 due to pilot duration for this operation

***Reflects the total number of people of concern for the entire multi-year solutions strategy. However, only a proportion of the budget for that strategy is presented in this document.*

Financial summary (US\$)

Financial requirements for 2016 planned activities related to the multi-year planning pilots in Ghana, Tanzania and Uganda as presented in this document are also reflected in UNHCR's requirements in the Global Appeal 2016-2017. Financial requirements for 2016 planned activities related to the multi-year planning pilot in Costa Rica are not presented in this document as they are already included in UNHCR's Supplementary Appeal for the Northern Triangle of Central America Situation (June 2016).

Financial requirements for activities related to the multi-year planning pilots planned in 2017, 2018 and 2019 as presented in this document will also be included in future Global Appeals for the corresponding budget year. This document *does not* present the total financial requirements for the multi-year pilots in Tanzania and Uganda. The expected results against the funding requested represent a percentage of the overall outcomes, as described in the country chapters.

Operation	2016	2017*	2018*	2019*	Total
Africa					
Ghana	1,173,162	1,595,430	1,666,830	0	4,435,422
Senegal	0	2,533,825	4,076,355	2,684,136	9,294,316
Tanzania	7,476,636	11,214,953	7,476,636	0	26,168,225
Uganda	7,476,636	11,214,953	7,476,636	8,691,589	34,859,815
Subtotal Africa	16,126,434	26,559,161	20,696,457	11,375,725	74,757,778
Americas					
Costa Rica	0	2,376,478	2,376,478	0	4,752,956
Ecuador	5,000,000	5,000,000	5,000,000	0	15,000,000
Subtotal Americas	5,000,000	7,376,478	7,376,478	0	19,752,956
Subtotal Africa and Americas	21,126,434	33,935,639	28,072,935	11,375,725	94,510,733
Support costs (7%)	1,478,850	2,375,495	1,965,105	796,301	6,615,751
TOTAL	22,605,284	36,311,134	30,038,040	12,172,026	101,126,484

** Requirements for 2016 are part of the ExCom-revised requirements, with requirements for 2017 onward included in the ExCom submission and subject to ExCom approval.*

Overall coordination

Along with people of concern themselves, States are the central actors in the pursuit of solutions. UNHCR will continue to support and work closely with governments and affected communities, both displaced and host. Furthermore, UNHCR is committed to expanding and enhancing partnerships in the area of protection and solutions with a broad range of actors, including the UN system in each operation and other multilateral organizations, donors, NGOs, civil society, and the private sector. At the country level, UNHCR's operational plans are implemented and managed by the UNHCR country office. In the development of multi-year multi-partner strategies and associated plans UNHCR Offices emphasise the catalytic and pro-active advocacy role of the organisation in developing partnerships to achieve agreed joint strategic objectives and plan interventions.

Coordination mechanisms set up to advance the strategies are in alignment with already existing coordination approaches. In Tanzania and Uganda, where the Solutions Alliance national groups are established, the strategies specifically plan for coordination in that forum. At Headquarters, the Solutions Steering Group—an interdivisional group with participation from the Divisions of International Protection, of Programme Support and Management, of External Relations, and from the regional bureaux—provides targeted technical support to the pilots. The Group is tasked with ensuring a

coordinated, collaborative and coherent approach to efforts to advance solutions, and supporting the institutionalization of the multi-year planning approach.

MULTI-YEAR PLANNING PILOTS IN AFRICA

GHANA

Context

At the end of 2015, Ghana was hosting around 19,000 people of concern, of which a large proportion is protracted. While the largest group of refugees in Ghana are Ivorian refugees, the durable solutions strategy for Ghana focuses particularly on 3,600 refugees, including an estimated 3,000 of Togolese origin and smaller numbers of Liberian, Sierra Leonean and Rwandan refugees.

Ghana offers a conducive environment for piloting a multi-year, multi-partner protection and solutions strategy due to its political stability, asylum policy and the Government's commitment and willingness to pursue solutions for protracted refugees. The Government will apply local integration policy to Togolese refugees and other small populations and has made it possible for every foreign resident in the country, including refugees, to have the same access as nationals to basic services, including public health and education services. Refugees can enrol in the National Health Insurance Scheme through payment of a fee to access health care. Free tuition and a capitation grant are provided by the State to every child enrolled in public school, including refugees, to ensure access to basic education.

Strategy and partnerships

The objectives of the 2016-2018 multi-year, multi-partner protection and solutions strategy for Ghana are:

- i. Refugees opting to return are assisted to do so and provided with return assistance;
- ii. Refugees that opt for local integration are supported to attain an alternative legal status such as indefinite residency or naturalization, and have access to Ghanaian or country of origin nationality documents;
- iii. Locally-integrating refugees have access to economic opportunities equivalent to nationals and are capable of making a contribution to the development of Ghana;
- iv. Locally-integrating refugees are included in social protection programmes, including those that fall under the national social protection policy and legal framework, on an equal footing with nationals.

This multi-year, multi-partner protection and solutions strategy is in line with the Strategy Policy Paper drafted by the Secretariat of the Ghana Refugee Board (GRB), which focuses on finding solutions for protracted displacement with a focus on enhancing livelihoods and supporting local integration through naturalization or long-term residency permits.

The main partners and stakeholders in this process include:

- i. Togolese, Rwandan, Sierra Leonean and Liberian refugees
- ii. Government authorities including in Ghana and Togo
- iii. UNHCR Ghana and UNHCR Togo
- iv. ECOWAS
- v. The UN system in Ghana

Planned activities

Building upon existing cooperation and established opportunities, the multi-year planning pilot will start by formalizing the agreement to the solutions approach with the signing of a memorandum of understanding (MoU) between UNHCR and the Government of Ghana to guide the implementation of the multi-year, multi-partner protection and solutions strategy. Tripartite talks will be initiated with the respective countries of origin to agree on access to nationality documents. A mass sensitization campaign to inform people of concern about solutions options and processes will be jointly carried out and an advocacy strategy will be developed and implemented. A legal aid partner will be engaged to provide tailored support to refugees in the areas of refugee status determination (RSD), prevention and response to sexual and gender-based violence (SGBV), child protection as well as counselling and support on legal pathways and access to nationality documents for locally-integrating refugees.

Activities also include a study to gain an understanding of the solutions intentions of some 3,600 refugees, and provide 3,000 refugees with a one-off cash grant to strengthen livelihoods and social service access. Additional support, based on the results of a comprehensive needs assessment, will be provided to refugees who are accommodated outside of Krisan camp.

Those willing to return to their countries of origin will be appropriately supported based on needs identified.

All refugees who opt for local integration and acquisition of indefinite residence status or naturalization will be assisted to obtain appropriate documentation. To foster inclusion of locally-integrating refugees UNHCR will work to broaden partnerships and strengthen advocacy to include refugees in development plans to facilitate their access to basic social services, economic opportunities, and social protection programmes.

Fair protection processes and documentation

Identification of statelessness improved

- **Undertake 1 study** to identify the causes of statelessness in Ghana in order to prevent the risk of statelessness among protracted populations, including Togolese refugees in Ghana.

Favourable protection environment

Access to legal assistance and remedies

- Engage a legal aid partner to ensure provision of tailored legal support to refugees in the areas of RSD, SGBV, child protection, counselling, and legal pathways and access to nationality documents for locally integrating refugees.

Durable solutions

Comprehensive solutions strategy

- Conduct high-level advocacy meetings to support the development of a comprehensive solutions strategy agreed to by all key stakeholders (government, donors and other local stakeholders). A MoU will be signed between UNHCR and the Government of Ghana guiding implementation of the strategy.
- Conduct tripartite talks with countries of origin to formally agree on access to nationality documents.
- **Develop and implement 1** communications strategy to inform people of concern about solutions options and processes.
- **Develop and implement 1** advocacy strategy to ensure commitment from various stakeholders and follow-up on the implementation of the strategy.
- Verify the solutions intentions of approximately **3,600 refugees** targeted by the strategy.

Voluntary return	<ul style="list-style-type: none"> Provide 3,000 refugees - 100% of the refugees opting for local integration - with a one-off cash grant to strengthen livelihoods and social service access. Provide additional grant to refugees who have to find accommodation outside of Krisan camp.
Integration	<ul style="list-style-type: none"> Facilitate the voluntary return of approximately 50 refugees that might opt for this solution. Support 100% of refugees that opt for local integration with the acquisition of indefinite residence status or access to naturalization. Conduct 4 advocacy meetings annually with national authorities and development actors and undertake follow-up field missions in support of the inclusion of locally-integrating refugees in available national social basic services as part of the overall advocacy strategy).
Reduction of statelessness	<ul style="list-style-type: none"> Support 100% of refugees that opt for local integration in re-acquiring nationality documents, if applicable and desired.

Community empowerment and self-reliance

Self-reliance and livelihoods	<ul style="list-style-type: none"> Conduct advocacy activities to support refugees to access economic opportunities and social protection programmes through broadening partnerships and advocating for inclusion of refugees in development plans.
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Leadership, coordination and partnership

Coordination and partnerships	<ul style="list-style-type: none"> Advocacy conducted with key stakeholders, including the Government, donors, civil, society, UN agencies/UNCT to ensure inclusion of refugee needs in national development plans and multi-stakeholder development plans.
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Logistics and operations support

Operation management, coordination and support	<ul style="list-style-type: none"> Continue to monitor implementation of livelihood activities by implementing partners. Advocate with local authorities to ensure socio-economic integration and conduct bi-annual joint monitoring based on benchmarks/milestones.
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Financial requirements (US\$)

Total requirements for the three year (2016-2018) protection and solutions strategy in Ghana are \$4,745,902.

	2016	2017*	2018*	Total
Fair protection processes and documents	30,000	-	-	30,000
Favourable protection environment	50,000	50,000	50,000	150,000
Community empowerment and self-reliance	100,000	100,000	100,000	300,000
Durable solutions	943,141	1,440,430	1,516,830	3,900,401
Leadership, coordination and partnership	-	5,000	-	5,000
Logistics and operations support	50,021	-	-	50,021
Subtotal	1,173,162	1,595,430	1,666,830	4,435,422
Support costs (7%)	82,121	111,680	116,678	310,480
TOTAL	1,255,283	1,707,110	1,783,508	4,745,902

* Subject to ExCom approval

SENEGAL

Context

Following a voluntary repatriation exercise in 2008-2012 of Mauritanian refugees who have been living in Senegal since 1989, some 13,700 refugees who have remained have not benefitted from a durable solution. Senegal offers a conducive environment for piloting a multi-year, multi-partner protection and solutions strategy due to the Government's commitment and willingness to pursue solutions for protracted refugees in Senegal. National and local authorities facilitate measures to enable local integration (through naturalization and long-term residence permits) and to include locally-integrated Mauritanian refugees in national socio-economic programmes.

In addition, some Senegalese refugees living in the Gambia and Guinea Bissau since 1980 who elect to voluntarily repatriate to Senegal will be assisted to return and reintegrate legally and socio-economically. Expected returns are particular to the Casamance region, where the situation has stabilized since 2012 following the signing of a ceasefire agreement, demining and infrastructure investments in the area. In total, an estimated 7,000 Senegalese refugees may voluntarily repatriate: 5,000 Senegalese refugees have reportedly already returned spontaneously and another 2,000 have expressed some interest in voluntary repatriation to the Casamance region.

Strategy and partnerships

The 2017-2019 multi-year, multi-partner protection and solutions strategy for Senegal has two components:

- i. Achievement of durable solutions for 13,687 Mauritanian refugees through local integration (naturalisation and long term residence permits), and facilitate voluntary repatriation of Mauritanian refugees in rural areas.
- ii. Assisting the voluntary return and reintegration of an estimated 7,000 Senegalese refugees in Senegal, including some 2,000 who have expressed some interest in voluntary repatriation and 5,000 who have already spontaneously returned from Gambia and Guinea Bissau.

More specifically, the objectives of the strategy are:

- i. Mauritanian refugees who opt for local integration will be granted citizenship or long-term residence permits, and be included in Senegal's national development programmes;
- ii. Mauritanian refugees who opt for voluntary repatriation will be assisted to return in safety and dignity to their country of origin;
- iii. Senegalese refugees in the Gambia and Guinea Bissau who opt for voluntary repatriation will be assisted to return and supported to reintegrate in their communities.

The main partners and stakeholders in this process include:

- i. Mauritanian refugees in Senegal;
- ii. Senegalese refugees in Gambia and Guinea Bissau opting to voluntarily repatriate;
- iii. CNRRPD (*Comité National Chargé des Réfugiés, Rapatriés et Personnes Déplacées*), the national committee in charge of the management of refugees repatriated and internally displaced persons, CNE (*Commission Nationale d'Eligibilité*), the national eligibility commission), as well as various relevant ministries and other appropriate structures of the Government of Senegal;
- iv. OFADEC (*Office Africain pour le Développement et la Coopération*), the African Office for Development and Cooperation;

- v. Economic Community of West African States (ECOWAS) with representatives of the African Union;
- vi. Relevant UN agencies, in particular those with expertise and mandates concerning agriculture and livestock.

Planned activities

Building upon existing cooperation and established opportunities, the process will start by formalizing the agreement to the solutions approach through development of a comprehensive solutions strategy endorsed by all key stakeholders. Following signed agreements between UNHCR and the Governments of Senegal and Mauritania, a communications strategy will be developed and implemented to sensitize people of concern on solutions options and processes.

UNHCR will implement a verification and profiling exercise targeting all 13,687 Mauritanian refugees in Senegal to inform the solutions strategy and advocacy with concerned governments. Mauritanian refugees opting for local integration will be supported to acquire citizenship or long-term residency and receive necessary documentation. Meetings with national development actors and follow-up field missions will be conducted to support the inclusion of locally-integrating refugees in available national social services.

Approximately 5,000 Senegalese refugees have reportedly returned to the Casamance region. UNHCR will support the socio-economic reintegration of returning populations and further assist those opting to voluntarily return home from Gambia and Guinea Bissau. Community mobilization and peaceful coexistence activities will be implemented to facilitate the reintegration of returning populations as well as the local integration of Mauritanian refugees, with an emphasis on initiatives that improve access to basic social services and reinforce livelihoods. Further activities will be carried out to improve access to land and production, as well to mitigate any barriers to employment opportunities.

It is expected that by the end of 2019, all 13,687 Mauritanian refugees in Senegal will have achieved durable solutions and an estimated 7,000 Senegalese refugees voluntarily repatriating from the Gambia and Guinea Bissau will be legally and socio-economically reintegrated in their communities.

Fair protection processes and documentation

Registration and profiling	<ul style="list-style-type: none"> ▪ Implement a verification and profiling exercise targeting all 13,687 Mauritanian refugees to inform solutions strategy and advocacy with concerned governments.
Individual documentation	<ul style="list-style-type: none"> ▪ Assist 13,687 Mauritanian refugees to obtain necessary documentation from Senegalese and Mauritanian authorities to facilitate a durable solution to their displacement.
Civil registration and civil status documentation	<ul style="list-style-type: none"> ▪ Assist people of concern identified during the profiling exercise as being in need of birth certificate (currently estimated at some 3800 individuals) to obtain birth certificates to mitigate of the risks of statelessness.

Durable solutions

Comprehensive solutions strategy	<ul style="list-style-type: none"> ▪ Conduct high-level advocacy meetings to support the development of a comprehensive solutions strategy agreed upon by all key stakeholders. Sign 2 specific agreements with the Governments of Senegal and Mauritania to formalize the framework for implementation of the strategy. ▪ Develop and implement 1 communications strategy to inform people of concern about solutions options and processes.
Voluntary return	<ul style="list-style-type: none"> ▪ Support 3,635 Mauritanian refugees who have opted for individual voluntary return to return to their country of origin.

Integration	<ul style="list-style-type: none"> Organize 1 tripartite meeting followed by 2-3 annual coordination meetings with the Governments of Senegal and Mauritania, with a view to signing an agreement for the return of Mauritanian refugees. Support Mauritanian refugees opting for local integration to acquire citizenship (6,540) or long-term residency (2,255) status. Submit 25% of applications by the end of 2017. Establish 14 instruction centres to submit requests for and support the naturalization of refugees. Conduct meetings with national development actors and follow-up field missions to support the inclusion of locally-integrating refugees in available national social basic services.
Reintegration	<ul style="list-style-type: none"> Provide support to an estimated 5,000 Senegalese refugees who have reportedly returned to Casamance to facilitate the socio-economic reintegration of returning populations.

Favourable protection environment

Law developed and strengthened	<ul style="list-style-type: none"> Assist in the revision of refugee law, with a view to streamlining asylum process after which the asylum process will be handled by a single entity in a harmonized legal framework.
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Community empowerment and self-reliance

Community mobilization	<ul style="list-style-type: none"> Mobilize traditional and other leadership structures to assist refugees who are undecided regarding their preferred durable solutions. Conduct community mobilisation activities in support of the reintegration of returning populations.
Co-existence with local communities	<ul style="list-style-type: none"> Implement peaceful coexistence activities to support the local integration of Mauritanian refugees and the peaceful reintegration of returning Senegalese populations, with an emphasis on initiatives that improve access to social basic services and reinforce livelihoods.
Self-reliance and livelihoods	<ul style="list-style-type: none"> Improve access to land and production of locally integrating and returning populations
Access to work facilitated	<ul style="list-style-type: none"> Conduct advocacy to mitigate barriers to employment opportunities faced by locally integrating refugees.

Logistics and operations support

Logistics and supply	<ul style="list-style-type: none"> Ensure UNHCR presence in areas of return through the establishment of a field office in Ziguinchor.
Operation management, coordination and support	<ul style="list-style-type: none"> Implement advocacy activities to engage government and non-governmental partners to meet the needs of returning populations.

Financial requirements (US\$)

Total requirements for the three year (2017-2019) protection and solutions strategy in Senegal are \$9,944,919.

	2017*	2018*	2019*	Total
Fair protection processes and documents	594,026	250,381	450,381	1,294,788
Favourable protection environment	6,000	4,000	-	10,000
Community empowerment and self-reliance	11,354	37,485	28,529	77,368
Durable solutions	1,818,671	3,528,316	1,972,575	7,319,562
Logistics and operations support	103,774	256,173	232,651	592,598
Subtotal	2,533,825	4,076,355	2,684,136	9,294,316
Support costs (7%)	177,368	285,345	187,890	650,602
TOTAL	2,711,193	4,361,700	2,872,026	9,944,919

* Subject to ExCom approval

TANZANIA

Context

The United Republic of Tanzania hosts some 382,620 people of concern to UNHCR, including Congolese refugees from the Democratic Republic of the Congo (DRC), newly-arrived Burundian refugees, and former Burundian refugees who are New Tanzanian Citizens. Tanzania offers a conducive environment for piloting a multi-year, multi-partner protection and solutions strategy due to its political stability, and the Government's commitment and willingness to pursue solutions for protracted refugees, as evidenced by the naturalization of some 160,000 New Tanzanian Citizens.

In addition, with the support of UNHCR, the Government of the United Republic of Tanzania is reviewing refugee protection frameworks (Refugee Act 1998 and Refugee Policy 2003) to progressively allow refugees to attain rights and access services delivered through national systems in order to avoid parallel service-provision systems. In pursuit of solutions, UNHCR also works to promote local integration through enhancing self-reliance, improving access to national services, implementing a pro-solutions emergency response, promoting peaceful coexistence among refugee and host communities, and finalizing naturalization procedures of outstanding groups. In addition, resettlement as a durable solution is being pursued for Congolese refugees. UNHCR engages with a number of partners, including the Tanzanian Government and other UN agencies, as well as platforms that support collaborative programming and interventions across the humanitarian-development nexus.

Strategy and partnerships

The objectives of the 2016-2018 multi-year, multi-partner protection and solutions strategy for the United Republic of Tanzania are:

- i. Protection and provision of basic services to over 190,000 refugees and asylum-seekers in north-western Tanzania and in urban settings, in line with international standards;
- ii. Social service delivery is integrated with local governments;
- iii. Sustainable livelihoods improved to 70% of refugees in Camps in north-western Tanzania and those living in urban settings;
- iv. Durable Solutions are achieved;
- v. 200,000 New Tanzanian Citizens documented and integrated in local communities.

The main partners/stakeholders include:

- i. Government Ministries, Departments, and Agencies in the United Republic of Tanzania;
- ii. The UN system in Tanzania and other multilateral organizations;
- iii. Donors;
- iv. NGOs
- v. The World Bank
- vi. The private sector
- vii. Affected populations

The Solutions Alliance National Group in the United Republic of Tanzania is multi-partner (humanitarian and development) initiative to support New Tanzanian Citizens and other displaced people in need of durable solutions. UNHCR is a key member alongside other actors including the Tanzanian Government.

UNHCR also works closely with other UN Agencies within the framework of the UN Development Action Plan (UNDAP) II to ensure protection and promotion of solutions for people of concern. It is expected that additional partners will be engaged once the Government launches the Strategy Paper for Local Integration (SPLI) of over 200,000 New Tanzanian citizens. The World Bank has also been a key partner in developing the SPLI and is expected to fund a large part of it.

Planned activities

Planned activities presented in this document do not cover the entirety of the multi-year, multi-partner protection and solutions strategy (2016-2018) for Tanzania. The expected results against the funding requested represent a percentage of the overall outcomes. The elements of the strategy for which partial funding is sought with this appeal include:

- Completing a review of the National Refugee Policy 2003 and Refugee Act 1998
- Capacitating the Refugee Service Department to enhance protection of refugees and asylum-seekers in Tanzania, including enabling access to RSD processes for all asylum-seekers
- Issuing proof of registration to all refugees and asylum seekers
- Issuing birth certificates from the Registration, Insolvency and Trusteeship Agency to all refugee children, which will provide parental record to determine the citizenship status of the respective individuals and reduce the risk of statelessness.
- Enacting the 'Employment Regulation' for refugee work permit to remove legal barriers and grant refugees access to work opportunities.
- Enhancing access to primary education and opportunities to pursue further learning programmes outside of camps.
- Developing and expanding livelihood projects in order to promote self-reliance among refugees.
- Implementing cash-based interventions by replacing provision of in-kind support.
- Processing more than 20,000 refugee referrals under the enhanced group resettlement programme Congolese refugees.
- Enabling the naturalization and local integration of some 200,000 New Tanzanian Citizens and closure of three old settlements.

Fair protection processes and documentation

Refugee Status Determination	<ul style="list-style-type: none"> ▪ Continue to support the Refugee Services Department of the Ministry of Home Affairs (MHA) to ensure effective implementation of asylum procedures. UNHCR's support will include, <i>inter alia</i>, implementation of 3 sessions of capacity building workshops annually for members of the Tanzania National Eligibility Committee to improve asylum and efficiency of eligibility process and increase the number of asylum cases adjudicated from 35% to 70%.
Individual documentation	<ul style="list-style-type: none"> ▪ Support the National Identity Authority (NIDA) to issue identification documentation to 60,000 refugees - 35% coverage of refugees living in 3 camps. ▪ Support NIDA to issue identification to 90,000 New Tanzanian Citizens in the Old Settlements.
Registration and profiling	<ul style="list-style-type: none"> ▪ Conduct biometric registration of 98% of refugees and asylum-seekers residing in camps in north-western Tanzania, while 100% of newly-arrived refugees will be registered daily with minimum data. Refugees will be issued with Identification Cards upon registration
Civil registration and civil status documentation	<ul style="list-style-type: none"> ▪ Support RITA on the issuance of civil documentations to refugees and other people of concern to UNHCR, including the issuance of birth certificates to 100% of the new-born babies and 30,000 refugee children born in Tanzania in the 3 camps each year. ▪ Support RITA to issue birth certificates to 12,000 children of New Tanzanian Citizens who were not issued birth certificates at birth in the Old Settlements.

Favourable protection environment

Access to territory and <i>refoulement</i> risk reduced	<ul style="list-style-type: none"> Continue to promote and facilitate access to territory through several advocacy measures with the Government of Tanzania. To facilitate this action, a border monitoring mission will take place at least twice a month to cover all the entry points (17 entry points at the time of writing) to build the capacity of border officers, ensure access to territory and non-refoulement. Design workshops for members of the Tanzanian judiciary to enhance intervention of the trial magistrates in the event of trials of asylum-seekers and refugees on immigration offences.
Access to legal assistance and remedies	<ul style="list-style-type: none"> Conduct 12 workshops (4 per year) for partners and local government authorities in 2 regions. Provide technical support to ensure maintenance of asylum space in Tanzania. Strengthen the capacity and provide support to its legal partner to deliver legal assistance to 1,500 refugees and asylum-seekers in Tanzania. Legal support will include case follow-up (at courts of law as well as penitentiaries), provision of legal counselling and representation at the court process for effective justice.
Law and policy	<ul style="list-style-type: none"> Support the Government in its review of the 2003 Tanzania National Refugee Policy and the Refugee Act, No.9 of 1998. Advocate and support the Government of Tanzania in the development of the Employment Regulation for refugee work permit in adherence to the provisions of the Refugee Act, 1998.

Basic needs and essential services

Basic and domestic items	<ul style="list-style-type: none"> Provide cash assistance to more than 170,000 refugees in the 3 camps in lieu of hygiene items.
Education	<ul style="list-style-type: none"> Pursue advocacy measures with the Ministry of Home Affairs and Ministry of Education for the shift of curriculum to follow the country of asylum including gradual inclusion of refugees into the national education system. Support the construction of 56 classrooms to decrease the number of children studying under trees by approximately 2,800.

Durable solutions

Integration	<ul style="list-style-type: none"> Facilitate and support the naturalization and integration of 40,000 Burundian refugees who arrived in Tanzania in 1972 and are spontaneously settled in villages in Kigoma (estimated 27,000 individuals as at 2016) and Old Settlements (estimated over 12,000 individuals as at 2016). This action will facilitate the closure of the 3 Old Settlements of Katumba, Mishamo and Ulyankulu, which hosts more than 200,000 New Tanzanian Citizens.
Resettlement	<ul style="list-style-type: none"> Following the enhanced group resettlement programme targeting 33,000 Congolese refugees in Nyarugusu camp, UNHCR will process and submit 20,000 refugee referrals for resettlement.

Community empowerment and self-reliance

Co-existence with local communities	<ul style="list-style-type: none">Support the implementation of community development projects in the sectors of health, water and environmental protection that will benefit 170,000 refugees in 3 camps (Nduta, Mtendeli and Nyarugusu) and 80,000 members in the surrounding host communities as well as some 200,000 individuals in the Old Settlements (Katumba, Mishamo, Ulyankulu) and the surrounding host communities.
Self-reliance and livelihoods	<ul style="list-style-type: none">Assist 100% of refugees who request and are qualified to receive work permits, which will in turn enhance refugees to access work opportunities.Promote self-reliance by providing financial and technical assistance to more than 100 livelihoods projects to benefit 60,000 refugees in 3 camps and 10,000 individuals in the host communities. This action will reduce dependence on humanitarian aid from 98% to 88%
Natural resources and shared environment	<ul style="list-style-type: none">For the promotion of forest protection and sustainable natural resource management, UNHCR will conduct sensitization programs on environmentally-responsible behaviour, undertake reforestation activities and provide clean cooking technologies to 60% of households, which will reduce forest deterioration from firewood harvest.In alignment with Government environment policy, support development and implementation of 1 environmental strategy and energy strategy covering all the refugee camps (including Nduta, Mtendeli and Nyarugusu) to ensure the mainstreaming of environmental considerations in all sectors and address household and operational energy needs.

Leadership, coordination and partnership

Coordination and partnerships	<ul style="list-style-type: none">Advocate and coordinate partnerships with at minimum 5 development actors through the Solutions Alliance forum and Tanzania's Strategy Paper for Local Integration to plan and implement projects in the 2 regions hosting New Tanzanian Citizens.
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Financial requirements (US\$)

The current appeal does not cover the entirety of the Multi-year, Multi-Partner Protection and Solutions Strategy for Tanzania 2016-2018. The requirements to partially fund selected activities total \$28 million.

	2016	2017*	2018*	Total
Favourable protection environment	900,000	1,300,000	850,000	3,050,000
Fair protection processes and documentation	1,100,000	2,150,000	1,950,000	5,200,000
Basic needs and essential services	1,300,000	1,924,953	1,450,000	4,674,953
Basic and domestic items	700,000	1,024,953	850,000	2,574,953
Education	600,000	900,000	600,000	2,100,000
Community empowerment and self-reliance	1,800,000	3,500,000	1,891,635	7,191,635
Durable solutions	2,356,635	2,300,000	1,300,000	5,956,635
Leadership, coordination and partnership	20,000	40,000	35,000	95,000
Subtotal	7,476,635	11,214,953	7,476,635	26,168,224
Support costs (7%)	523,364	785,046	523,364	1,831,775
Total	8,000,000	12,000,000	8,000,000	28,000,000

* Subject to ExCom approval

UGANDA

Context

At the end of 2015, Uganda was hosting some 513,000 refugees, mainly from Burundi, the Democratic Republic of the Congo, Rwanda, Somalia and South Sudan. The number of refugees in Uganda is projected to increase to 640,496 by the end of 2019.

Uganda has created a highly favourable protection environment that provides refugees with freedom of movement, the right to work and establish businesses, the right to documentation, access to social services, and allocation of plots of land for shelter and agricultural production through a generous asylum policy (the Refugee Act of 2006 and the Refugee Regulations of 2010). Furthermore, Uganda demonstrates how a progressive refugee policy is economically and socially advantageous for both refugees and their host communities. As a guiding principle, approximately 30 per cent of the resources invested in UNHCR's refugee programmes in Uganda is aimed at benefiting host communities. Asylum space is not only preserved but also strengthened when communities recognize that refugees are agents of development and contribute to the sustainable development of their districts.

The Uganda National Development Plan II (2015/16-2019/20) integrates refugees into national development planning through a Government strategy, the Settlement Transformation Agenda (STA). Furthermore, the UN Country Team and the World Bank have adopted "Refugee and Host Population Empowerment" (ReHoPE), a multi-year joint framework for self-reliance and resilience programming for refugee and host communities, with a focus on sustainable livelihoods and integration of social services. Peaceful coexistence initiatives, both between refugee groups and between refugees and host communities, constitute a policy priority. Uganda is at the forefront in transitioning from humanitarian aid to solutions prospects in protracted refugee situations, in particular by linking development and humanitarian approaches. The success of its progressive multi-dimensional approach for solutions does, however, depend on continued substantial support and investment towards both humanitarian emergency relief and development interventions in refugee-hosting districts.

Strategy and partnerships

The 2016-2019 multi-year, multi-partner protection and solutions strategy for Uganda is anchored in the Government's National Development Plan II through the STA and ReHoPE frameworks under the United Nations Development Assistance Framework (UNDAF) 2016-2020. These strategic frameworks work towards creating a favourable protection environment that promotes human rights and achievement of self-reliance. UNHCR in Uganda will continue to pursue two priority pathways goals: for emergency preparedness and response; and solutions-oriented programming.

The objectives of the multi-year, multi-partner protection and solutions strategy for Uganda are:

- i. Preserve equal and unhindered access to territory and protection space and promote the full enjoyment of rights, while maintaining the civilian character of asylum
- ii. Ensure refugees live in safety, harmony and dignity with host communities, and together protect their natural environment while contributing to social cohesion.
- iii. Foster economic self-reliance for refugees and host communities, thereby contributing to socio-economic growth.
- iv. Progressively enhance social service delivery capacity in refugee-hosting areas, with a view to integrating services with local government systems, including Ugandan Social Safety Nets or "Social Protection" mechanisms
- v. Durable solutions achieved: Ensure refugees can access durable solutions and those that remain in Uganda progressively move towards increased resilience, sustainable self-reliance and inclusive development

The main partners and stakeholders include:

- i. The Government of Uganda (Office of the Prime Minister and District Local Governments)
- ii. The UN system in Uganda and other multilateral organizations
- iii. Donors
- iv. NGOs
- v. The private sector
- vi. Affected populations

Planned activities

The planned activities, for which partial funding is sought, will aim to address key needs and interventions that will promote the self-reliance, resilience and empowerment of refugees and host communities in Uganda. To this end, it is vital that the activities address the convergence between humanitarian and development interventions and priorities.

To ensure solutions-oriented outcomes are achieved, basic rights and humanitarian inputs will continue to be protected through ensuring access to registration and documentation, including identity cards and birth certificates, for all refugees. To promote sustainability, social services (including health care and education) as well as infrastructure (including for water and sanitation, electricity, roads and semi-permanent shelters) will be improved and integrated in local government systems.

UNHCR's strategic approach also aims to enhance government services and address the development needs through both humanitarian and development interventions in the nine refugee hosting districts.

Fair protection processes and documentation

Registration and profiling

- Register all refugee new arrivals (**300,000 individuals**) using the Government refugee information management system (RIMS) to ensure **100%** individual refugee registration.
- Undertake refugee verification exercises in the **8 refugee settlements** in South West, Midwest, West Nile and urban refugees in Kampala to improve data analysis and refugee profiling.
- Undertake training and capacity building for **50 Government officials** on refugee registration and general protection provided to ensure improvement of RIMS and automated synchronization between the Government's and UNHCR's registration software.

Civil registration and civil status documentation

- Provide and issue refugee birth certificates to **all children under 12 months old and refugees born in Uganda below 5 years** to increase the percentage of refugees with birth certificates from **2% to 50%**.
- Issue attestation letters and identity cards to refugee households and individuals above 16 years to ensure **100%** civil documentation.

Security from violence and exploitation

Freedom of movement and reduction of detention risk	<ul style="list-style-type: none"> Support police presence in the 8 refugee settlements and enhanced policing implemented, including provision of the security packages for 150 police officers across the refugee settlements. Institutionalize refugee protection trainings at the national police training academy given the rotational deployment of police officers across the country.
Protection of children	<ul style="list-style-type: none"> Build the capacity of District local governments (DLG) through training and institutional support (Probation Department) to progressively handle child protection cases in host communities and refugee settlements aimed at reducing the risk of child abuse and improving the quality of response to 100%, including documentation for assessments and determinations for the best interests of children.
Prevention of and response to SGBV	<ul style="list-style-type: none"> Build the capacity of DLGs through training and institutional support (Community Development and Probation Department) to progressively address SGBV issues in host communities and refugee settlements to reduce the risk of SGBV and improve the quality of response with 100% known survivors receiving appropriate support

Basic needs and essential services

Health	<ul style="list-style-type: none"> Support DLGs to integrate and accredit all 13 health centres in the 8 refugee settlements in Uganda to the government health system. Construct, renovate and equip 22 health facilities in West Nile, South West and Midwest refugee settlements to ensure 100% access to primary health care and also lower the under-5 mortality rate from 0.3 to 0.1 individuals per month. Strengthen capacity building for volunteer Village Health Teams to improve the effectiveness of community health strategy from 30% to 70%. Equip and support four district referral hospitals of Fortportal, Hoima, Mbarara and Adjumani to improve health care delivery to both refugees and host community and subsequently maintain the crude mortality rate at 0.1
Water	<ul style="list-style-type: none"> Construct 11 solar-hybrid motorized boreholes and extend gravity flow piped water to cover 13 kilometres in refugee settlements of Nakivale, Kyangwali, Adjumani, Kiryandongo and Arua to improve supply of potable water from 14 litres to 20 litres of potable water per person per day. Construct and rehabilitate 80 boreholes and shallow wells in Nakivale, Kyangwali, Adjumani, Kiryandongo and Arua refugee settlements to improve access to clean water within 1km walking distance.
Sanitation and hygiene	<ul style="list-style-type: none"> Support 10,000 households with latrine construction in all refugee settlements to improve the latrine coverage from 70% to 90%. Construct 3 sewage treatment plants in Kiryandongo, Adjumani and Hoima Water to improve solid waste management systems and ensure integration with national systems.

<p>Shelter and infrastructure</p>	<ul style="list-style-type: none"> Construct 50 communal latrines in public places across all settlements in Adjumani, South West and Midwest to improve general sanitation and hygiene. Construct semi-permanent refugee household shelters guided by the shelter strategy targeting 10,000 households to improve dignified shelter and adequate dwelling coverage from 20% to 50%. Extend provision of hydro-electric power to ensure electrification of refugee settlement and host communities, with a focus on institutions in South West, Midwest and West Nile. Construct and rehabilitate 40 kilometres of roads to ensure improved access and community roads within the settlements and host communities.
<p>Access to energy</p>	<ul style="list-style-type: none"> Enhance energy-saving stoves adoption and promote usage through construction of 10,000 energy saving stoves and train users, to increase the current usage of energy saving stoves from 20% to 50% Promote alternative and renewable energy technologies like briquettes, solar, biogas, organic compost on pilot basis in Kyangwali, Adjumani and Southwest.
<p>Education</p>	<ul style="list-style-type: none"> Support DLGs to ensure all primary and secondary schools in refugee settlements are fully integrated with the national education systems and are accredited with the Ministry of Education by end of 2019. Construct 15 primary school classroom blocks in Southwest, Midwest and West Nile aimed at decongesting classrooms and improving primary school enrolment from 66% to 80%. Construct and expand 4 secondary schools in Adjumani, Midwest and South West refugee settlements to improve access to secondary education and improve enrolment from 12% to 30%. Construct and equip of 5 vocational schools in Hoima and Adjumani Districts and refugee settlements of Kiryandongo, Kyangwali and Rwamwanja refugee settlements to enhance access to vocational skills training and promote income-generating activities tailored to the emerging needs. The vocational schools will be tailored to existing government intuitions and secondary schools for sustainability. Construct and equip 4 youth centres with access to ICT services and computer training in Districts in Southwest, Adjumani and Hoima district for refugees and host communities.
<p>Durable solutions</p>	
<p>Comprehensive solutions strategy</p>	<ul style="list-style-type: none"> Explore creative solutions for long-stayer refugees such as long-stay permits as a pathway towards eventual naturalization targeting 12,000 refugees by 2019. Implement the ReHoPE strategic framework, by fully developing a platform for multi-stakeholder engagement to address the development needs of the 9 refugee hosting districts
<p>Community empowerment and self-reliance</p>	
<p>Self-reliance and livelihoods</p>	<ul style="list-style-type: none"> Support agricultural production activities targeting 8,000 households through provision of improved seeds, tools and appropriate technologies aimed at reducing the number of

Natural resources and shared environment	<p>households on food aid after 5 years of arrival from 13% to 35%.</p> <ul style="list-style-type: none"> ▪ Support the Office of the Prime Minister-WFP-UNHCR self-reliance project for refugees and host communities with a focus on post-harvest handling targeting 5,000 households. ▪ Support the Office of the Prime Minister-Yunus Social Business-UNHCR partnership to build refugee and host community social capital and livelihoods through capacity building and financing of entrepreneurs ▪ Undertake value addition and access to markets focused on better packaging and processing for products like honey packaging targeting 2,000 farmers. ▪ Support income-generating activities and undertake business and financial training and support for groups, SACCOs and VSLAs aimed at increasing access to self-employment and business from 15% to 30% by the end of 2019. ▪ Plant 2.5 million tree seedlings across the 8 refugee hosting districts at household level and in woodlots to enhance reforestation and environmental protection, and improve the extent environmental risks associated with the operation are mitigated from 50% to 75%. ▪ Demarcate and develop community-based wetland management plans in the 5 refugee hosting districts to promote and enhance participatory natural resources conservation and sustainable land management. ▪ Finalize the Uganda environmental protection strategy in-line with the 2016-2020 strategy for safe access to fuel and energy.
Leadership, coordination and partnership	
Coordination and partnerships	<ul style="list-style-type: none"> ▪ Organize national and regional planning workshops to ensure advocacy and engagement with DLGs to harmonize planning and implementation for refugees and host communities in the DDPs, and the ReHoPE and STA frameworks. ▪ Build new and innovative partnerships with the private sector and other actors to support self-reliance and resilience efforts. ▪ Advocate and encourage UN agencies and development partners to direct resources to refugee hosting districts and refugee settlements. ▪ Undertake development partner mapping and stakeholder analysis in the 8 refugee hosting districts by sector to build synergies.
Logistics and operations support	
Logistics and supply	<ul style="list-style-type: none"> ▪ Procure 35 vehicles, 15 motorcycles and 5 trucks for operational needs and replacement of old assets.

Financial requirements (US\$)

The current appeal does not cover the entirety of the Multi-year, Multi-Partner Protection and Solutions Strategy for Tanzania 2016-2018. The required funding for partial funding of the select activities totals \$28 million over the three year period with the following breakdown.

	2016	2017*	2018*	2019*	Total
Fair protection processes and documentation	720,194	1,227,887	858,656	1,230,964	4,037,701
Security from violence and exploitation	300,000	440,000	280,000	260,000	1,280,000
Basic needs and essential services	4,592,785	6,375,861	4,252,785	4,555,631	19,777,062
Health	1,506,158	1,895,501	1,106,158	995,158	5,502,976
Water	379,498	533,344	379,498	379,498	1,671,837
Sanitation and hygiene	291,558	445,404	291,558	391,558	1,420,078
Shelter and infrastructure	520,188	1,174,034	920,188	1,374,034	3,988,444
Access to energy	143,271	297,117	143,271	163,271	746,930
Education	1,752,112	2,030,461	1,412,112	1,252,112	6,446,797
Community empowerment and self-reliance	948,586	2,056,279	1,402,432	1,656,279	6,063,576
Durable solutions	43,809	297,655	197,655	397,655	936,776
Leadership, coordination and partnership	21,651	275,497	175,497	275,497	748,142
Logistics and operations support	849,611	541,774	309,611	315,563	2,016,558
Subtotal	7,476,636	11,214,953	7,476,636	8,691,589	34,859,815
Support costs (7%)	523,364	785,047	523,364	608,411	2,440,187
TOTAL	8,000,000	12,000,000	8,000,000	9,300,000	37,300,000

* Subject to ExCom approval

MULTI-YEAR PLANNING PILOTS IN THE AMERICAS



Colombian refugee making sandals in Ecuador. UNHCR / Santiago Arcos Veintimilla

COSTA RICA

Context

Since 2014, UNHCR in Costa Rica has been implementing its 2014-2016 comprehensive solutions strategy with the main objective of addressing the protection and local integration needs of the protracted Colombian refugee population. During this period, circumstances in Costa Rica and the wider region have changed considerably as a result of an increasing number of people fleeing violence in the Northern Triangle of Central America (NTCA) who have sought asylum in Costa Rica. At the end of 2015, there were some 6,800 refugees and asylum-seekers in Costa Rica. UNHCR projects that, by the end of 2017, this number may increase to 13,000. The comprehensive solutions strategy has evolved to include the integration of newly arrived refugees from the earliest stages of displacement as an objective of the strategy.

Costa Rica offers a conducive environment for piloting a multi-year, multi-partner protection and solutions strategy due to its asylum policy and demonstrated Government's commitment and willingness to protect and integrated refugees. It has progressively reviewed its legal and policy framework on the protection of refugees to ensure they are in line with international standards. For example, the 2010 Migration Act (Law No.8764) has modified the RSD system to include the principle of non-refoulement and safeguards on illegal entry in line with the 1951 Refugee Convention. It also allows people of concern to UNHCR, such as stateless persons and victims of human trafficking, to be granted asylum on humanitarian reasons. Furthermore, the 2011 Refugee Regulations of the Migration

Act grants asylum-seekers the right to work after three months of filing the claim, and the rights to education and health care.

Strategy and partnerships

The objectives of the 2016-2018 multi-year, multi-partner protection and solutions strategy for Costa Rica:

- i. Foster local integration potential for refugees in Costa Rica through interventions that address the legal, economic, socio-cultural and civil-political dimensions of solutions.
- ii. Identify persons in need of international protection, particularly from the NTCA, enable their access to RSD procedures and ensure their local integration from the outset.
- iii. Assist the State in reducing the risk of statelessness by (a) identifying *Ngöbe Bugle* unregistered children and youth born in Costa Rica to Panamanian parents by helping them to register; and (b) collaborating with the Electoral Supreme Tribunal to address late registration and lack of nationality documentation among people born in Costa Rica to Nicaraguan parents.

The main partners/stakeholders include:

- i. National and local authorities
- ii. The private sector, including financial institutions and chambers of commerce
- iii. The UN system in Costa Rica
- iv. Civil society
- v. Academia

The strategy is aligned with the national legal framework and to government policies and strategies, including the 2013-2023 Public Policy on Migration and the National Plan for Integration, which pertains to refugees, and the National Development Plan 2014-2018, which includes key components of the socio-economic integration of refugees in its objectives.

Planned activities

Work towards solutions entails the following planned activities:

- Strengthened RSD procedures by strengthening quality assurance initiatives (QAI), supporting the capacities of the government to respond to an increasing caseload and enhancing its border monitoring.
- Enhanced access to livelihoods and self-reliance by strengthening the current job integration programmes to include refugees and asylum-seekers in training and education schemes and provide access to self-employment opportunities.
- Continued support to the acquisition of permanent residency and naturalisation processes for eligible refugees as a way to promote legal integration and mitigate the risks of creating a protracted displacement situation.
- Eradication of the risk of statelessness in both southern and northern border territories by identifying, mapping and providing access to nationality documentation for people of concern.

Fair protection processes and documentation

Refugee status determination

- Address current backlogs that jeopardize the efficiency of RSD system by strengthening government capacities to reduce processing times of asylum claims and decrease or eradicate current backlogs.

Registration and profiling

- Improve and maintain the quality of registration and profiling by updating registration data on a continuous basis.

Favourable protection environment

Access to legal assistance and remedies

- Provide legal assistance to **3,200** newly-arrived people of concern from the Northern Triangle for Central America each year.

Security from violence and exploitation

Prevention of and response to SGBV

- Establish a safe house for survivors of SGBV that can host, protect and assist at least **30 families** each year.

Basic needs and essential services

Health

- Implement the MoU with the national health care institution (CCSS) to provide six months of health care affiliation to the most vulnerable people of concern.

Services for people with specific needs

- Undertake an assessment and analysis of the specific needs of people of concern.
- Improve access to basic reception conditions by providing shelter for the at least **1,400 people per year** of the most vulnerable population, including large families and SGBV survivors.

Durable solutions

Integration

- Assist some **100 refugees each year** in the process to acquire permanent residency and initiate naturalization.

Community empowerment and self-reliance

Co-existence with local communities

- Implement a community sensitization campaign will to combat xenophobia and promote social integration.

Self-reliance and livelihoods

- Enhance the self-reliance of **500 individuals per year** through job integration strategies by strengthening alliances with private sector networks, and support self-employment opportunities for people of concern through the provision of training, and facilitation of access to financial services.

Leadership, coordination and partnership

Coordination and partnerships

- Advocate for programmes to be absorbed by other stakeholders (government and/or other local partners).
- Strengthen the dialogue between relevant government institutions in order to design joint initiatives to support an increased caseload of people of concern. UNHCR will also follow-up on current signed agreements with governmental and non-governmental organisations.

Logistics and operations support

Operation management, coordination and support

- Ensure financial control of the implementation of the strategy.

Financial requirements (US\$)

Financial requirements for 2016 planned activities related to the multi-year planning pilot in Costa Rica are not presented in this document as they are already included in UNHCR's Supplementary Appeal for the Northern Triangle of Central America Situation (June 2016).

Total requirements for the protection and solutions strategy in Costa Rica for 2017-2018 is \$5,085,662.

	2017*	2018*	Total
Favourable protection environment	275,299	275,299	550,598
Fair protection processes and documentation	221,694	221,694	443,388
Security from violence and exploitation	156,848	156,848	313,696
Basic needs and essential services	603,197	603,197	1,206,394
Health	32,545	32,545	65,090
Services for people with specific needs	570,652	570,652	1,141,304
Community empowerment and self-reliance	915,610	915,610	1,831,220
Durable solutions	102,515	102,515	205,030
Leadership, coordination and partnership	58,949	58,949	117,898
Logistics and operations support	42,366	42,366	84,732
Subtotal	2,376,478	2,376,478	4,752,956
Support costs (7%)	166,353	166,353	332,706
TOTAL	2,542,831	2,542,831	5,085,662

* Subject to ExCom approval

ECUADOR

Context

Since 2014, UNHCR in Ecuador has been implementing a three-year strategic framework, the Comprehensive Solutions Initiative (CSI), which overlaps with the first year of the 2016-2018 multi-year, multi-partner protection and solutions strategy, making 2016 a key transitional year. To ensure coherence and a smooth transition between strategies, UNHCR is focused on strengthening the access to rights of people of concern and promoting their inclusion in existing national systems.

In recent years, the Government of Ecuador has demonstrated a political will to work towards reducing poverty and inequality through public policies, and also benefiting people of concern to UNHCR. Ecuador offers a conducive environment for piloting a multi-year, multi-partner protection and solutions strategy due to its strong protection framework for refugees, particularly through its Constitution, which safeguards the rights of migrants and refugees and provides for integration rights for refugees. It pledges to promote the freedom of movement of people in the region and advocates for the principle of universal citizenship.

In spite of certain legal, administrative and social challenges, local integration is the preferred solution for refugees in Ecuador, according to intention surveys (2011, 2012, 2013), as well as a baseline study conducted in 2014. Some refugees may be eligible for naturalization, but the costs are prohibitive and the administrative procedure is cumbersome and slow. UNHCR is advocating the reduction of costs for refugees and more flexible administrative procedures with relevant authorities in Ecuador. Only 9 per cent of the refugee population would potentially consider repatriating to Colombia and UNHCR will facilitate voluntary repatriation for those who choose to this option on a case-by-case basis. Resettlement continues to be a protection tool and a durable solution, with significant submission rates of survivors of violence and torture, and women and girls at risk.

Strategy and partnerships

The 2016-2018 multi-year, multi-partner strategy for Ecuador aims to include people of concern in national policies and programmes, and improve their access to and enjoyment of rights, enabling them to live a dignified, productive life, under equal conditions as nationals, regardless of the type of solution they seek.

The strategy has three main objectives:

- i) Facilitating and consolidating access to asylum, documentation (including alternative migratory legal status) and justice;
- ii) Achieving self-reliance by generating livelihoods opportunities and strengthening capacities and skills;
- iii) Preventing discrimination and facilitating access to social programmes for persons with specific needs such as health, education, child protection, and prevention and response to sexual and gender based violence.

The systematic targeting of persons of concern based on needs and vulnerabilities for different interventions will lead to a more efficient allocation of funds. A shift in the distribution of limited resources, from provision of assistance to the protection and promotion of livelihoods, aims to enable people of concern to achieve self-reliance and allow UNHCR in Ecuador to gradually and responsibly disengage.

The strategy is anchored in the Government's 2013-2017 National Development Plan (*Plan Nacional del Buen Vivir*).

The main partners/stakeholders include:

- i) Government of Ecuador at the Central, Provincial and Municipal levels
- ii) Local communities
- iii) Civil society

- iv) Media
- v) The UN system in Ecuador and the international community

Planned activities

UNHCR will advocate that the draft Law on Human Mobility be consistent with international standards, and that refugee status be clearly distinguished from other migratory visas. Training of officials will aim at fair and efficient RSD procedures (rather than redirection to MERCOSUR visas), in the reduction of RSD backlogs, and raise awareness on the inclusion of PoC in national social programmes. Efforts will focus on refugee enrolment in the Civil Registry database, allowing access to services and rights.

Livelihood activities will concentrate on transfer of productive assets and livelihood consumables; self and wage employment; financial services and enterprise development. UNHCR will scale up implementation of the Graduation Model – a programme targeting the most poor that aims “graduate” people out of poverty through a sequenced combination of interventions, conduct market surveys to guide interventions, organize vocational trainings, and disburse self-employment grants. UNHCR will also advocate for the insertion of people of concern in public “solidarity-based” economic initiatives, and for improved access to employment projects, banking and finance services.

In line with the Graduation Model, the Office will support people with specific needs with cash vouchers and individual case follow-up. This will be combined with UNHCR’s efforts to link people of concern with specific needs to existing social programmes.

An anti-discrimination action plan has been jointly designed and will continue to be implemented with the Ombudsman’s Office. Awareness-raising campaigns and public information activities will be implemented to reduce negative perceptions of people of concern, and to present them as agents of development in Ecuador.

Fair protection processes and documentation	
Refugee status determination procedures	<ul style="list-style-type: none"> ▪ Provide information to people of concern, support capacity development, and facilitate status determination to ensure that RSD meets minimum procedural standards.
Civil registration and civil status documentation	<ul style="list-style-type: none"> ▪ Support advocacy and issuance of civil status documentation by national institutions (from 7,500 to 20,000) refugees.
Favourable protection environment	
Law and policy	<ul style="list-style-type: none"> ▪ Conduct advocacy and capacity building for Human Mobility Law to be consistent with International Standards
Public attitude towards people of concern	<ul style="list-style-type: none"> ▪ Conduct advocacy and anti-discrimination campaign (1 per year) and monitor media and public opinion.
Security from violence and exploitation	
Protection of children	<ul style="list-style-type: none"> ▪ Establish best interest determination process, prevention and response services for adolescents and coordination and partnership mechanisms established
Basic needs and essential services	
Services for people with specific needs	<ul style="list-style-type: none"> ▪ Undertake assessment, targeting and follow-up of cases with specific needs (such as women in vulnerable situations or unaccompanied children). ▪ Provide sectoral cash grants and conduct advocacy to ensure access to rights and services such as education and health, individual/family support and constant accompaniment until their specific solution is reached (15,000 individuals reached by 2018).

Durable solutions

Voluntary return	<ul style="list-style-type: none"> Provide information to people of concern, establish cross-border coordination mechanisms and establish and sustain tripartite commissions.
Integration	<ul style="list-style-type: none"> Promote acquisition of residence permits, facilitate naturalization and promote coexistence projects with development actors, government, private sector and other stakeholders realized so that the level of integration among people of concern increases from 59% to 70%.
Resettlement	<ul style="list-style-type: none"> Identify resettlement cases including women and girls at risk, submit resettlement files and update the SOPs in place.

Community empowerment and self-reliance

Community mobilization	<ul style="list-style-type: none"> Support community leadership and decision-making for entrepreneurs and increase participation of people of concern in economic solidarity based associations (from 39% to 50%).
Self-reliance and livelihoods	<ul style="list-style-type: none"> Facilitate access to employment / self-employment (from 39% to 50%), access to financial services (from 9% to 30%), access to agricultural / livestock / fisheries production, and vocational training (from 39% to 50%).

Logistics and operations support

Operation management, coordination and support	<ul style="list-style-type: none"> Assure financial control, conduct monitoring conducted and provide general project management services provided.
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Financial requirements (US\$)

Total requirements for the three year (2016-2018) protection and solutions strategy in Ecuador are \$16,050,000.

	2016	2017*	2018*	Total
Fair protection processes and documentation	205,231	568,038	568,038	1,341,307
Favourable protection environment	217,993	310,044	310,044	838,081
Security from violence and exploitation	226,513	209,019	209,019	644,551
Basic needs and essential services	1,061,814	1,259,719	1,259,719	3,581,252
Services for people with specific needs	1,061,814	1,259,719	1,259,719	3,581,252
Durable solutions	1,201,975	1,206,123	1,206,123	3,614,221
Community empowerment and self-reliance	2,086,474	1,318,038	1,318,038	4,722,550
Logistics and operations support	0	129,019	129,019	258,038
Subtotal	5,000,000	5,000,000	5,000,000	15,000,000
Support Costs (7%)	350,000	350,000	350,000	1,050,000
TOTAL	5,350,000	5,350,000	5,350,000	16,050,000

* Subject to ExCom approval

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