

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





BUILDING BETTER FUTURES

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

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

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

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



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PATHWAYS TO SOLUTIONS

Multi-year, multi-partner planning

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

Voluntary repatriation

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

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

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

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

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

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

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

Local integration

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

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

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

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

Resettlement

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

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

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

While the upscaling of resettlement processing will continue in 2017 in

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

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

Complementary pathways to protection and solutions

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

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

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

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

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

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

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

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

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

Addressing longer-term needs in partnership

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

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

Anticipated areas of intervention in 2017	Key achievements targeted in 2017
Durable solutions	
Potential for resettlement realized	
Submit resettlement cases	<ul style="list-style-type: none"> ■ Approximately 200,000 individuals will be submitted globally for resettlement consideration. ■ Technical support and assistance will be provided to approximately 20 emerging resettlement countries. ■ A full evaluation of UNHCR's resettlement procedure will be undertaken with a view to maximizing efficiencies, avoiding redundancies and preserving quality and integrity.
Arrange resettlement departures	<ul style="list-style-type: none"> ■ UNHCR will continue working with counterparts to increase the number of departures, with a view to ensuring available quotas are fully utilized.
Ensure the integrity of the process	<ul style="list-style-type: none"> ■ A new policy on preventing and responding to fraud committed by people of concern in the context of resettlement procedures will be implemented. ■ Multi-functional technical anti-fraud assessment missions will be undertaken to provide support and advice to UNHCR operations on minimizing fraud.
Training and capacity building	<ul style="list-style-type: none"> ■ Training and capacity building will be conducted to implement the new policy on fraud committed by people of concern. ■ Training tools will be developed to assist emerging countries to set up resettlement programmes. ■ Training on resettlement policy and procedures will be conducted at field level to capacitate UNHCR staff involved in resettlement operations.





Anticipated areas of intervention in 2017	Key achievements targeted in 2017
Comprehensive solutions strategy developed, strengthened or updated	
Conduct comprehensive solutions profiling of population	<ul style="list-style-type: none"> ■ A more consultative methodology for conducting “intentions monitoring” for people of concern will be rolled out to field operations. ■ Profiling will be undertaken amongst selected protracted populations to identify preferred solutions.
Develop and implement strategy	<ul style="list-style-type: none"> ■ Multi-year and multi-partner protection and solutions strategies will be developed in 21 countries and supported, where appropriate, by “Seeds for Solutions” funding. ■ Programming for Protection learning modules on strategy development will be made available to country office multi-functional teams.
Support and expand complementary pathways	<ul style="list-style-type: none"> ■ Complementary pathways for refugees to third countries will continue to be facilitated, providing mechanisms to enhance protection and solutions. ■ Capacities and partnerships will be strengthened in the identification, development and expansion of complementary pathways.
Coordination and partnerships strengthened	
Strengthen development partnerships	<ul style="list-style-type: none"> ■ Partnerships with development actors will be established or strengthened at regional, national and global levels, including through the Solutions Alliance.
Potential for voluntary return realized	
Support voluntary return in safety and dignity	<ul style="list-style-type: none"> ■ Refugees will be supported to voluntarily return in safety and dignity in situations where conditions permit. ■ Improved guidance will be provided to field operations with the release of an updated handbook on voluntary repatriation. ■ Structured dialogues will be continued with refugees in countries of asylum and with IDPs and returnees in countries of origin in order to plan for/support sustainable reintegration. ■ Multi-Year, Multi-partner Solutions strategies will be systematically developed by UNHCR, together with national authorities, development partners and other stakeholders, for the reintegration of refugee and IDP returnees.
Community empowerment and self-reliance	
Improve UNHCR capacity, partnerships and tools to ensure the perspectives of communities of concern to UNHCR inform solutions initiatives	<ul style="list-style-type: none"> ■ 3 perception surveys will be conducted to identify obstacles to accessing rights and related national services from the perspective of affected communities. ■ Obstacles identified through perception surveys will be addressed through partnerships and enhanced operational support.
Potential for integration realized	
Make integration more sustainable	<ul style="list-style-type: none"> ■ Proactive work with governments and UN Country Teams will be undertaken to support the inclusion of refugees, asylum-seekers, IDPs, returnees and stateless people in local and national development plans. ■ 3 country operations will carry out self-assessments to identify gaps in institutional governance, as well as administrative mechanisms for refugee protection and service delivery.
Strengthen capacities for including people of concern into national, regional and global processes related to housing, land and property rights	<ul style="list-style-type: none"> ■ 3 country-level housing, land and property projects will integrate the specific needs of people of concern, supported by development actors. ■ Guidance on housing, land and property rights will be disseminated to UNHCR staff. ■ Guidance on implementation of the “Pinheiro principles on housing and property restitution for refugees and displaced persons” in the Middle East and North Africa region will be developed and disseminated, together with OHCHR.



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LIVELIHOODS AND SELF-RELIANCE

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

UNHCR's "Operational guidelines on the minimum criteria for livelihoods programming" (March 2015) seek to ensure that investments in livelihoods programming have a measurable impact for refugees and the communities hosting them. The guidelines require that UNHCR operations develop livelihoods programming that is context-specific, appropriately targeted and informed by quality socio-economic and market assessments. The minimum criteria foresee that technical expertise is provided for livelihoods programming, which is implemented

by qualified partners and linked with government, development and private sector initiatives. UNHCR's livelihoods programming adopts an integrated approach that engages host communities and seeks to build social cohesion.

Inclusive sectors

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

The artisan sector

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

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

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

International Trade Centre (ITC), will also be engaged to contribute to the project in their areas of expertise.

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

The “graduation approach”

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

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

Promoting entrepreneurship

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

Promoting the right to work

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

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

Livelihoods partnerships and cooperation

UNHCR’s work on livelihoods is supported by an advisory board, made up of representatives from academia, the private sector, and development experts. The Office is also expanding its partnership with the ILO, focusing on the promotion of inclusive and equitable access to decent work and livelihoods; support to host communities; and efforts to counter economic exploitation, including child labour. Together with the ILO and ITU, UNHCR is developing technically sound, market-based livelihoods interventions to include refugees or enhance their role within value chains and support entrepreneurship. Further, in partnership with SIDA, UNHCR is

seeking to establish a global credit guarantee facility that will incentivize lending to refugees by reducing the risk financial service providers face. SIDA, on behalf of the Government of Sweden, will cover 50 per cent of the default in case of loan write-offs.

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

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

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

Anticipated areas of intervention in 2017	Key achievements targeted in 2017
Favourable protection environment	
Law and policy developed or strengthened	
Advocate for law and policy to protect, respect and fulfil the right to work for refugees	<ul style="list-style-type: none"> ■ A position paper on the right to work for refugees will be issued to “promote the right to work and the right to development”, in line with the first objective of UNHCR’s “Global strategy for livelihoods”. ■ International protection expertise will be provided as part of the ILO’s standard setting processes on decent work and access to employment for people of concern.
Durable solutions	
Self-reliance and livelihoods improved	
Support enabling environment for refugees' self-reliance	<ul style="list-style-type: none"> ■ Collaboration with governments, civil society and the private sector will be undertaken to support an enabling environment for refugee self-reliance.
Increase technical capacity of UNHCR country operations in livelihoods programming	<ul style="list-style-type: none"> ■ Roster of livelihoods experts will be expanded. ■ Technical support missions will be conducted to at least 15 country operations. ■ 2 technical training sessions on livelihoods will be organized targeting UNHCR and partner staff. ■ The livelihoods e-learning programme will be expanded. ■ Over 70 operations with a livelihood budget will progress towards compliance with the minimum criteria for livelihoods programming.
Improve strategic planning for livelihoods	<ul style="list-style-type: none"> ■ Socio-economic assessment and market-analysis will be conducted in 7 additional country operations. ■ Country-specific livelihoods strategic plans will be developed in at least 10 additional country operations.
Support refugees to access international markets	<ul style="list-style-type: none"> ■ Support will be provided to improve the quality of refugees' artisanal products in 3 additional country operations. ■ Partnerships with businesses and employers will be expanded at global and country levels. ■ Purchase orders will be obtained for refugee-made artisan products from 3 additional countries.
Achieve more employment and self-employment for poor and ultra-poor refugees in a coordinated manner	<ul style="list-style-type: none"> ■ The “graduation approach” will be expanded to include a total of 20 additional countries in the next 3 years benefitting 37,000 refugee households. ■ Design and monitoring missions will be conducted to 7 country operations adopting the “graduation approach” in 2017. ■ Partnerships with development actors will be enhanced and developed.
Enhance the enabling environment for refugees livelihoods	<ul style="list-style-type: none"> ■ Training targeting 5 microfinance institutions will be organized. ■ Guidelines on refugees' access to financial services will be released. ■ The credit guarantee facility will be launched.



FINDING ALTERNATIVES TO CAMPS

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

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

integrated settlements for refugees and developing sustainable alternatives to camps.

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

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



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PROVIDING ACCESS TO ENERGY

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

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

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

Energy and environment partnerships and cooperation

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

As part of the Moving Energy Initiative, UNHCR is partnering with Energy 4 Impact, Practical Action, NRC and DFID to develop sustainable energy solutions for heating and cooling, cooking, lighting, electrification, and water and sanitation, with the aim of enhancing access to energy for displaced populations in Burkina Faso, Jordan and Kenya. In

2017, UNHCR will strengthen its technical capacity on energy issues through the establishment of an external energy expert panel and deepened collaboration with Engineers Without Borders, the private sector and NGOs. Partnerships with academic institutions, such as the Danish Technical University and MIT, will also remain key in improving access to clean energy for people of concern.

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

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

of UNHCR operations, and a model is being designed for the operation in Zimbabwe, to be implemented from early 2017.

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

Anticipated areas of intervention in 2017	Key achievements targeted in 2017
Basic needs and essential services	
Population has increased access to clean energy	
Create lighting solutions to improve safety during hours of darkness	<ul style="list-style-type: none"> ■ Refugee communities in selected operations will be involved in developing public lighting solutions through the UNHCR community lighting guide, to be completed in 2017. ■ Solar mini-grids will be installed in Ethiopia and Nepal to provide lighting and electricity. ■ New approaches to households and community lighting will be developed and integrated into emergency responses.
Increase access to energy products and services Promote livelihoods in clean energy	<ul style="list-style-type: none"> ■ Communities will have improved access to energy products and services through increased private sector involvement in humanitarian settings. ■ At least 200 entrepreneurs from refugee and host communities will receive technical and business training in renewable energy systems. ■ More than 10,000 homes will purchase their own solar home energy systems through creation of local businesses, which provide energy services.
Reduce carbon emissions Lower operational costs	<ul style="list-style-type: none"> ■ Over 40,000 households will have access to clean electricity through large-scale solar power plants in Jordan. ■ A solar water pumping guide will be developed to reduce diesel consumption. ■ Alternatives to generators will be developed and procured to maximize use of renewable energy and reduce use of fossil fuels, with pilot projects in at least 5 operations.
Improve health and well-being through safe energy initiatives Reduce deforestation Enable clean cooking	<ul style="list-style-type: none"> ■ Comprehensive assessments and feasibility studies will be carried out in at least 5 countries to develop optimal fuel solutions and identify business potential for biofuel production. ■ Procurement specifications for improved cooking stoves and a participatory guide to clean cooking for refugees will be finalized.
Build capacity and expertise and strengthen partnerships	<ul style="list-style-type: none"> ■ Innovation and technical capacity will be strengthened through collaborative partnerships with the private sector, academia and other humanitarian agencies. ■ At least 2 additional expert energy staff members will be recruited to plan and implement successful interventions.
Refine and improve energy interventions through monitoring and evaluation	<ul style="list-style-type: none"> ■ Project impacts will be fully assessed using a new monitoring and evaluation toolkit, allowing lessons learned to feed into improved interventions.

Refugees find chance to flourish in German workforce

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

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

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

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

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

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

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



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

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

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

For Sana, there was a lot to take in.

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

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

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

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

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