



UNHCR
The UN Refugee Agency



2018

GLOBAL STRATEGIC PRIORITIES

PROGRESS REPORT

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INTRODUCTION

The United Nations High Commissioner For Refugee's (UNHCR) Global Strategic Priorities (GSPs) for the 2018-2019 biennium showcase the most important areas in which UNHCR made targeted efforts to improve the protection of, and seek solutions for, its persons of concern. The GSPs are divided into two categories: a set of operational priorities for field operations; and a set of support and management priorities for core corporate functions.

At the country operations level, UNHCR strongly advocated for the inclusion of persons of concern into national plans, in line with the Sustainable Development Goals (SDGs). These efforts were increased by the stronger operational alignment of the GSPs with the SDGs in the areas of gender equality, peace and justice, food security, health, education, livelihoods and water sanitation and hygiene.

Number of the support and management GSPs was increased from eight to ten to better reflect UNHCR's vision set out in its 2017-2021 Strategic Directions; and to align them with UNHCR's commitments under the 2030 Agenda for Sustainable Development and the Grand Bargain. Ongoing engagement on issues relating to the 2030 Agenda and SDGs will help strengthen the protection of and solutions for refugees and other persons of concern in fulfilling the pledge to leave no one behind.

The onset of new emergency situations required a reprioritization of funds towards addressing lifesaving needs in many operations including in the Americas, where the exodus of Venezuelans created significant challenges for neighbouring countries, as well as States further afield. Ensuring access to assistance and basic services was also challenged by the increasing number of persons of concern



on the move. In South Sudan more than a third of the country's 12 million citizens were refugees or internally displaced persons (IDPs). In the Middle East and North Africa, some 6.2 million Syrians were internally displaced and another 5.6 million were refugees in Egypt, Iraq, Jordan, Lebanon and Turkey. The situation in Yemen was the world's most acute humanitarian crisis.

Access to adequate shelter remained a major challenge in many operations, despite notable progress in finding solutions for it. Notably, deterioration of the Bolivarian Republic of Venezuela crisis escalated the need for shelter in the Americas where UNHCR focused its response on cash-based initiatives to respond to the shelter needs in urban areas as well as emergency shelter provision at transit sites.

Operations continue to engage in discussions with governments on some of the GSP areas where their support is essential to achieve progress. Comprehensive solutions take time and require collective commitment to address root causes of displacement and can be achieved through a wide range of opportunities. At the same time, a continued influx of new arrivals into existing locations also had an impact on the ability of the operations to achieve planned goals, as resources need to be shifted to address urgent emergency needs.

2018 PROGRESS AT A GLANCE

OPERATIONAL GSPs*

FAVOURABLE PROTECTION ENVIRONMENT

- ▶ Legislative changes enhancing the protection of asylum-seekers and refugees were reported in 21 countries.
- ▶ Improvements in the national laws and policies for internally displaced persons (IDPs) were reported in 11 countries.
- ▶ 10 countries amended their nationality laws to more effectively prevent statelessness or to protect the rights of stateless persons.
- ▶ A number of States took important steps to grant nationality to stateless persons, resulting in some 56,380 stateless persons or those with undetermined nationality acquiring or having their nationality confirmed.

FAIR PROTECTION PROCESS AND DOCUMENTATION

- ▶ 51 per cent of 53 situations maintained or increased the systematic issuance of birth certificates for newborn children.
- ▶ 85 per cent of 96 situations maintained or increased the levels of individual registration.

SECURITY FROM VIOLENCE AND EXPLOITATION

- ▶ 77 per cent of 108 situations maintained or improved the provision of support to known sexual and gender based violence (SGBV) survivors.
- ▶ 79 per cent of 70 situations reported maintained or increased community involvement in prevention and protection of SGBV survivors.
- ▶ 51 per cent of 74 situations maintained or increased the number of unaccompanied or separated refugee children for whom a Best Interest Procedure has been initiated or completed.
- ▶ 79 per cent of 44 situations increased non-discriminatory access to national child protection and social services.

BASIC NEEDS AND SERVICES

- ▶ 45 per cent of 74 surveyed camps or settlements met UNHCR's standard for global acute malnutrition (≤ 10 per cent).
- ▶ 88 per cent of 170 monitored sites met UNHCR's standard for mortality among children under five years old ($< 1.5/1000/\text{month}$).
- ▶ 66 per cent of 70 situations maintained or increased the percentage of households living in adequate dwellings.
- ▶ 63 per cent of 46 refugee situations maintained or increased levels of water supply.

* Operational GSPs are grouped under respective Rights Groups of UNHCR's Results Framework

COMMUNITY EMPOWERMENT AND SELF-RELIANCE

- ▶ 55 per cent of 58 situations maintained or increased the participation of women in leadership structures.
- ▶ 40 per cent of 65 situations reported improvements in the relations between persons of concern and local communities.
- ▶ 79 per cent of 38 operations reported maintained or increased number of persons of concern between the age of 18 to 59 who were self-employed or with their own business.
- ▶ 66 per cent of 95 situations maintained or increased the enrolment rate of primary school-aged children.

DURABLE SOLUTIONS

- ▶ In all 40 situations reported supporting refugees to repatriate voluntarily, in safety and dignity, where conditions permitted.
- ▶ Supported refugees to reintegrate in a sustainable manner, with the same access to rights as other citizens in 11 operations.
- ▶ 74 per cent of 42 situations reported some improvement in the local integration of refugees.
- ▶ Cases of more than 81,300 refugees were submitted for resettlement.



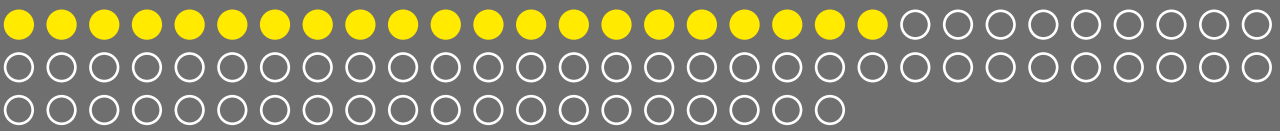


GLOBAL STRATEGIC PRIORITY

LEGISLATION ON REFUGEES

SEEK IMPROVEMENTS TO NATIONAL LAW AND POLICY IN 80 COUNTRIES SO AS TO BE CONSISTENT WITH INTERNATIONAL STANDARDS CONCERNING REFUGEES AND ASYLUM SEEKERS

IMPROVEMENTS IN 21 COUNTRIES (total of 80 countries)



RESULTS AND ACTIONS

The adoption of laws and legislative changes was reported in 30 countries, with 21 showing improvement and 6 countries showing restrictions to refugee rights. In addition, in approximately 90 countries legislative and policy processes are ongoing with the active involvement of UNHCR.

By the end of 2018, 149 States were party to the 1951 Convention relating to the Status of Refugees, its 1967 Protocol, or both. South Sudan became the latest State party to both instruments in December 2018.

The centrality of the 1951 Convention relating to the Status of Refugees and its 1967 Protocol was

reinforced by the Global Compact on Refugees (GCR), adopted in December 2018 by the United Nations General Assembly. The Compact creates an architecture of support for the countries most affected by refugee populations and has the potential to facilitate better protection for refugees, as well as provide more systematic support for host communities, while intensifying the search for solutions through more predictable and equitable burden- and responsibility-sharing arrangements.

Further, the 1951 Convention and its 1967 Protocol are complemented by important regional instruments, such as the 1969 OAU Convention governing Specific Aspects of Refugee Problems in Africa. In July 2018, the African Union Assembly declared 2019 as the year of ‘refugees, returnees and internally displaced persons’, in the context of the 50th anniversary of the 1969 OAU Convention.

OPERATIONAL HIGHLIGHTS

- ▶ In **Afghanistan** the newly enacted Presidential Decree on Land Allocation intends to facilitate the sustainable reintegration of refugee returnees and internally displaced persons.
- ▶ In **Azerbaijan** the amended Presidential Decree allows for the issuance of machine-readable Convention Travel Documents and provides refugees the right to obtain identification numbers, facilitating their access to a range of services.
- ▶ In **Guinea** the adoption and promulgation of the new Refugee Law, enhances refugee access to education, employment, durable solutions and especially local integration.
- ▶ In **Ireland** the transposition of the EU Receptions Conditions Directive into Irish law, inter alia, allows asylum-seekers to access the labour market 9 months from the date of application of their asylum claim (if a first instance decision has not been reached).
- ▶ In **Serbia** the adoption of the new Law on Asylum and Temporary Protection, (among other things) provides automatic suspensive effect of appeals,

introduces the possibility of *sur place* asylum claims¹ and recognizes the best interest of the child as a primary consideration throughout the asylum process.

MEETING KEY CHALLENGES

To create a favourable protection environment, a thorough understanding of the existing legislative framework in the country is needed. It is thereby crucial to include asylum laws as well as a myriad other laws (such as administrative laws, penal laws, and specific subject-matter laws) affecting the rights of refugees in areas of education, housing, labor and social security. The work of UNHCR and partners includes providing authoritative legal guidelines, engaging with the judiciary and legal community, and providing tailored advice and comments on legislation and policy where needed.

UNHCR issued detailed comments on various proposals for the revision of several European Union asylum instruments, and additionally published legal considerations on State responsibilities for persons seeking international protection in transit areas or ‘international’ zones at airports which included the examination of State practice on refugee law and cross-border movement in the context of conflict and/or violence; and the adverse effects of climate change.

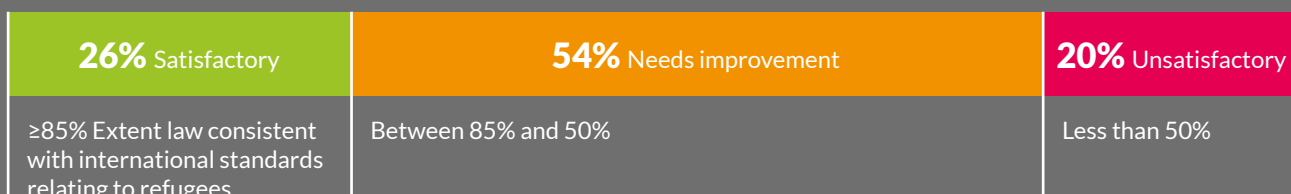
Furthermore, in 2018 UNHCR intervened in 22 court cases in 12 different jurisdictions across the world, covering a wide range of issues including the detention and reception of asylum-seekers; the effectiveness of asylum procedures; eligibility for international protection based on persecution related to membership in a particular social group; discretion/concealment of religious faith or gender identity in order to avoid persecution; statelessness; non-penalization of refugees for irregular entry or stay; as well as the cardinal international legal principle of *non-refoulement*. In keeping with UNHCR’s role as *amicus curiae*, the Office does not comment on the facts or merits of the specific underlying cases or on evidentiary matters but rather provides UNHCR’s interpretation of the relevant principles of international refugee and human rights law to assist the respective courts in their deliberations.

¹ A ‘refugee *sur place*’ refers to an individual who, on leaving their country of origin was not a refugee, but due to a subsequent risk of persecution arising, becomes one at a later date

GLOBAL AND REGIONAL INITIATIVES

- ▶ In the Americas, countries affected by the situation in the North of Central America applied the Comprehensive Regional Protection and Solutions Framework (MIRPS), a regional expression of the GCR that promotes shared responsibility mechanisms, strengthens protection, and enhances solutions for refugees, asylum-seekers, internally displaced persons, and returnees. In response to the situation in Bolivarian Republic of Venezuela, the 2018 Declaration of Quito on Human Mobility of Venezuelan Citizens in the Region and its action plan sought the harmonization of policies and practices across countries in the region. Several countries in the Americas adopted or extended laws to allow Venezuelan nationals to lawfully enter and stay on their territory.
- ▶ In Europe, the reform of the Common European Asylum System continues, with several proposed legislative instruments being negotiated with respect to the qualification for international protection, asylum procedures and intra-European Union solidarity.
- ▶ In the Middle East and North Africa (MENA) and the Asia-Pacific region many countries remain in a process of legislative change, notably Afghanistan, Iraq, and Morocco, while others have expressed interest in developing domestic refugee protection legislation, including China and Thailand.
- ▶ More broadly, UNHCR continued to issue protection considerations and eligibility guidelines for specific situations and groups, including Afghanistan and Libya. UNHCR further urged States to take into account the progressive development of international human rights law in interpreting and applying relevant refugee instruments, noting the 70th Anniversary of the adoption of the Universal Declaration of Human Rights by the United Nations General Assembly in December 2018. UNHCR contributed over 160 country-specific reports to United Nations human rights mechanisms in 2018.

LEGISLATION ON REFUGEES (according to the weighted criteria provided in the Indicators Guidance)





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GLOBAL STRATEGIC PRIORITY

LAW AND POLICY ON IDPs

SEEK IMPROVEMENT TO NATIONAL LAW AND POLICY IN 17 COUNTRIES, SO AS TO BE CONSISTENT WITH INTERNATIONAL STANDARDS CONCERNING INTERNALLY DISPLACED PERSONS



Eleven countries made improvements to national laws and policies on IDPs. To support these changes UNHCR strengthened the capacity of key stakeholders, including governmental authorities and civil society organizations through two trainings on the Law of Internal Displacement held at the San Remo Institute. UNHCR also supported the launch of the three-year multi-stakeholder Guiding Principles on Internal Displacement (GP20) Plan of Action for

2018-2020 as part of the 20th Anniversary of the GP20. This led to UNHCR providing legal and policy advice to national authorities of the Central African Republic, Colombia, Honduras, Niger, South Sudan and Ukraine on law or policy development.

OPERATIONAL HIGHLIGHTS

- ▶ In **Honduras**, some 190,000 persons are internally displaced². In response to this, UNHCR supported the development of a Law for the Prevention, Response and Protection of IDPs by encouraging consultations and by providing legal and fiscal technical support – as a prerequisite for submitting the law to the National Congress of Honduras.
- ▶ In **Iraq**, many IDPs and returnees are unable to access the protection mechanisms set forth in law and policy. As a result UNHCR intervened frequently through Critical Protection Issues Notes prepared by the National Protection Cluster and presented these findings to the Humanitarian Country Team (HCT). The prevalent issues presented to the HCT related to the freedom of movement.
- ▶ In **South Sudan**, there are more than 1.8 million IDPs³. Thus, UNHCR supported the development of a draft IDP bill, in close consultations with IDP and host communities on the main issues to be included in the national framework on internal displacement, and additionally trained representatives of the Transitional National Assembly (TNLA), Ministries, United Nations Agencies, stakeholders on Law and Policy Making on Internal Displacement. Further advocacy efforts by UNHCR were strengthened by the missions of Dr. Chaloka Beyani, former Special Representative to the United Nations for Internally Displaced Persons, and have also contributed to the ratification of the Kampala Convention.
- ▶ In the **Syrian Arab Republic (Syria)**, UNHCR's advocacy with the Ministry of Interior Civil Affairs Directorate led to waiving the birth medical notification required for birth registration of IDP children from Eastern Ghouta. UNHCR also coordinated with national lawyers, other United Nations agencies, non-governmental organisations (NGOs) and the Government of Syria to help reforms through a presidential decree to extend the period for submitting documents to declare the ownership of a property (from one month to one

year) which will help displaced persons have more time to claim their property rights.

- ▶ In **Ukraine**, advocacy efforts by UNHCR and NGO partners led to the Supreme Court of Ukraine adopting several decisions benefiting IDPs and residents of non-government controlled areas in accessing their pensions and social benefits.

MEETING KEY CHALLENGES

Changes in government authorities, institutions and the lack of coordination between them is a key challenge for improving national laws and policies on IDPs. In Colombia, the change of government has led to the discontinuation of projects with the Ministry of the Interior. In addition, institutional confusion around the implementation of the Peace Agreement has led to a general weakening of prevention and protection responses associated with the Victim's Law. To mitigate these changes, UNHCR continued interventions with other institutions to keep the protection of IDPs high on the government's agenda by working with the Constitutional Court on the public hearing on the follow-up to ruling T-025, and by providing technical support to the National Protection Unit.

Funding for the implementation of IDP laws and policies remains a key challenge. In South Sudan, the State lacks basic materials and necessities such as writing materials and electricity, making the real application of law a challenge. The UNHCR operation is seeking to overcome this, in part, by improving court facilities with solar lighting – a power source for light and printing.

² For more information see The Internal Displacement Monitoring Centre (IDMC): www.internal-displacement.org/

³ For more information see The Internal Displacement Monitoring Centre (IDMC): www.internal-displacement.org/

GLOBAL AND REGIONAL INITIATIVES

- ▶ As part of the 20th Anniversary of GP20, a [Plan of Action](#) to galvanize and reinforce multi-stakeholder engagement towards reducing and resolving internal displacement was launched on 17 April 2018. It included IDP law and policy as one of the primary work-streams.
- ▶ The three year GP20 Plan of Action provides for the inclusive engagement of IDPs in the development of national laws on internal displacement. UNHCR provided technical support on inclusive decision-making and as a direct result

of this initiative Niger became the first state party to the Kampala Convention to develop a comprehensive national legislation on internal displacement, which the national assembly unanimously voted in favor of on 3 December 2018.

- ▶ The development and implementation of national laws and policies on internal displacement is a key part of UNHCR's new IDP policy, as this work is seen as a key aspect of encouraging State's responsibility for internal displacement.

LAW AND POLICY ON IDPs (according to the weighted criteria provided in the Indicators Guidance)





GLOBAL STRATEGIC PRIORITY

LEGISLATION ON STATELESSNESS

SEEK IMPROVEMENT IN CITIZENSHIP LAWS IN 40 COUNTRIES, SO AS TO BE CONSISTENT WITH INTERNATIONAL STANDARDS ON THE PREVENTION OF STATELESSNESS

IMPROVEMENTS IN 10 COUNTRIES (total of 40 countries)



RESULTS AND ACTIONS

Ten countries took steps to improve their citizenship laws to be more consistent with international standards to prevent statelessness. UNHCR focused its advocacy efforts and technical advice on promoting the introduction of safeguards against statelessness at birth and later in life. The introduction of these safeguards is one of the goals

of the #IBelong⁴ Campaign to End Statelessness by 2024. The campaign aims to resolve existing situations of statelessness, prevent the emergence of new cases of statelessness, and works towards the identification and protection of stateless populations.

⁴ For more information see www.unhcr.org/ibelong/

SEEK TO INCREASE THE PERCENTAGE OF STATELESS PEOPLE WHO ACQUIRE OR CONFIRM NATIONALITY IN 14 SITUATIONS

IMPROVEMENTS IN 6 SITUATIONS (total of 14 situations)



A number of States took important steps to grant nationality to stateless persons, with at least 56,383 stateless persons or those with undetermined nationality acquiring or having their nationality confirmed globally. UNHCR and local NGOs collaborated with governments to identify, register and assist stateless persons, or those with undetermined nationality to apply for nationality or to obtain documents confirming their nationality in several countries: Albania, Bosnia and Herzegovina, Kazakhstan, Kyrgyzstan, Malaysia, Republic of Moldova, North Macedonia, Russian Federation, Serbia and Kosovo (S/RES/1244(1999))⁵, Sweden, Tajikistan, Turkmenistan, Ukraine, Uzbekistan and Viet Nam. UNHCR advocated for and provided technical advice on law and policy reforms to enable stateless people to acquire a nationality in countries that are hosting significant stateless populations.

OPERATIONAL HIGHLIGHTS

- ▶ **Armenia** adopted amendments to its nationality law to allow children born to an Armenian national and a foreigner to obtain Armenian citizenship, and this authorization can be based on the consent of only one parent.
- ▶ **Brazil, Ecuador, Montenegro, Paraguay and Uruguay** with the support of UNHCR established statelessness determination procedures that serve to identify stateless persons, so that they can enjoy the rights to which they are entitled to, until acquisition of nationality.

- ▶ **Brazil, Ecuador, Iceland, Paraguay and Uruguay** adopted procedures for facilitated naturalization of stateless persons.
- ▶ **Burkina Faso and Guinea Bissau** with the support of UNHCR developed and launched National Action Plans to End Statelessness. The National Action Plans set out detailed strategies to complete selected Actions from the UNHCR's Global Action Plan to End Statelessness 2014-2024; and indicate detailed country-level goals and milestones.
- ▶ **Chile and Haiti** acceded to both the 1954 Convention relating to the Status of Stateless Persons and to the 1961 Convention on the Reduction of Statelessness, while Spain acceded to the latter. The total number of State parties agreeing to the 1954 and 1961 Conventions is 73 and 91 respectively.
- ▶ **Cuba and Paraguay** adopted safeguards to prevent the statelessness of children born to nationals abroad, while **Peru** passed an amendment to its constitution to facilitate access to citizenship for persons born abroad to nationals.
- ▶ **Côte d'Ivoire** adopted special procedures for late birth registration and **Albania** adopted legal amendments to remove barriers to birth registration.

MEETING KEY CHALLENGES

National security concerns and growing hostility towards 'outsiders' in some parts of the world led to regressive legal reforms facilitating the deprivation

⁵ References to Kosovo shall be understood to be in the context of Security Council Resolution 1244 (1999).

of citizenship, including in cases where such deprivation could lead to statelessness. The risk of statelessness remained significant in countries hosting large refugee populations, including in countries hosting Syrian refugees. In many countries where hosting protracted stateless populations continues, strengthening the political to resolve cases of statelessness remains a major challenge.

GLOBAL AND REGIONAL INITIATIVES

- ▶ UNHCR and the League of Arab States jointly convened a Ministerial meeting in Tunis in February 2018 which led to the adoption of the [Arab Declaration on Belonging and Legal Identity](#)⁶.
- ▶ In Central Africa, the [N'Djamena Initiative on the Eradication of Statelessness](#)⁷ was adopted by Member States of The Central African Economic and Monetary Community (CEMAC).
- ▶ While studies to identify stateless persons were completed in many States, including Albania, Burundi, Kenya, Portugal, Rwanda, South Sudan, Switzerland, Uganda and the United Republic of Tanzania, more remains to be done to improve data on statelessness globally.
- ▶ As part of the Coalition on Every Child's Right to a Nationality, UNHCR and The United Nations Children's Fund (UNICEF) established joint operational strategies to address childhood statelessness in 15 countries. UNHCR will include statelessness as part of the partnership with the World Bank Joint Data Centre on Forced Displacement in order to improve data on stateless populations.

- ▶ Inter-agency partnerships were strengthened through the creation of a new Inter-Agency Working Group on Statelessness involving UNHCR, UNICEF, The United Nations Development Programme (UNDP), The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), The International Organization for Migration (IOM), The United Nations Population Fund (UNFPA), The Office of the United Nations High Commissioner for Human Rights (OHCHR), the World Bank, and others.
- ▶ UNHCR and the San Remo International Institute of Humanitarian Law organized two dedicated courses on statelessness to build the capacity of government officials and civil society actors to address statelessness. UNHCR also organized a regional course on statelessness in Antigua and Barbuda and Guatemala; and supported a dedicated course at Tilburg University in the Netherlands.
- ▶ UNHCR produced a number of tools to advocate for reform to eradicate statelessness and to support States in undertaking such reform. Among other publications, UNHCR produced a Handbook for Parliamentarians ([Good practices in nationality laws for the prevention and reduction of statelessness](#)⁸) with the International Parliamentary Union and an updated [Background Note on Gender Equality in Nationality Laws](#)⁹. The [Open Society Justice Initiative](#)¹⁰, [Namati](#)¹¹ and UNHCR launched a new [Community-Based Practitioner's Guide on Documenting Citizenship and Other Forms of Legal Identity](#)¹², which aims at capacitating organizations to help individuals access documentary proof of citizenship and other forms of legal identity.

⁶ League of Arab States, Arab Declaration on Belonging and Legal Identity, 28 February 2018, available at: <https://www.refworld.org/docid/5a9ffbd04.html>

⁷ UN High Commissioner for Refugees (UNHCR), N'Djamena Initiative on the Eradication of Statelessness in Central Africa, 12 December 2018, available at: <https://www.refworld.org/docid/5c2f3f8b4.html>

⁸ UN High Commissioner for Refugees (UNHCR), *Good practices in nationality laws for the prevention and reduction of statelessness*, November 2018, Handbook for Parliamentarians N° 29, available at: <https://www.refworld.org/docid/5be41d524.html>

⁹ UN High Commissioner for Refugees (UNHCR), *Background Note on Gender Equality, Nationality Laws and Statelessness 2019*, 8 March 2019, available at: <https://www.refworld.org/docid/5c8120847.html>

¹⁰ For more information see the website of Open Society foundation: <https://osf.to/2e1JzqE>

¹¹ For more information see Namati: <https://namati.org/>

¹² Open Society Foundations (OSF), *A Community-Based Practitioner's Guide: Documenting Citizenship and Other Forms of Legal Identity*, June 2018, available at: <https://www.refworld.org/docid/5b34e2bd4.html>



GLOBAL STRATEGIC PRIORITY

BIRTH REGISTRATION

SEEK INCREASE IN THE SYSTEMATIC ISSUANCE OF BIRTH CERTIFICATES TO NEW-BORN CHILDREN IN 53 SITUATIONS



RESULTS AND ACTIONS

A total of 21 situations saw an increase in the systemic issuance of birth certificates to new born children, with a further six situations maintaining their levels. UNHCR continued to engage with States and other stakeholders to ensure that children had access to simple and expeditious birth registration procedures and received birth

certificates. UNHCR provided support to bolster birth registration capacity, by facilitating access to registration in hard to reach areas, raising awareness about the importance of birth registration and birth registration procedures, and by providing legal support to assist refugees and asylum seekers to obtain documentation. Despite this significant investment, 2018 saw a higher number of operations where the birth registration rates decreased (23

operations in 2018, compared to 15 operations in 2017). Registration at birth and the issuance of birth certificates is essential in determining a child's nationality and in preventing statelessness, and this remains an important global priority for UNHCR.

OPERATIONAL HIGHLIGHTS

- ▶ In **Burundi**, there was a 51 per cent increase in the number of refugee and asylum-seeking children (under 12 months old) issued with birth certificates. This increase was achieved through awareness raising initiatives co-facilitated by UNHCR and its partners – the Government of Burundi National Office for the Protection of Refugees and Stateless People (ONPRA) and the International Rescue Committee (IRC).
- ▶ All new-born refugees in **Ghana** were provided with birth certificates. In the Greater Accra and Volta Regions, refugees register their babies at health facilities where the child is born, and birth certificates are shared with the [Ghana Refugee Board](#)¹³ and also UNHCR. Currently there are no unregistered births (access to birth certificates has been 100 per cent in 2018), signifying a 48 per cent increase in registration compared with the previous year.
- ▶ In **Rwanda**, information sessions targeting families and caregivers were conducted in camps on the process of birth registration through the national online registration system, which increased the issuance of birth certificates by 49 per cent. The Legal Aid Forum was able to assist 2,374 children (0 and 4 years old) to obtain birth certificates in Mahama Camp, as well as in the transit centres. Some 1,268 awareness-raising sessions on birth registration were held in urban areas, and a verification exercise identified 261 new born babies in need of registration, which led to a 43 per cent increase in birth certificate issuance.
- ▶ As part of the End Childhood Statelessness Campaign, UNHCR, UNICEF and Lawyers for Human Rights trained over 60 key stakeholders from the Department of Social Affairs and the

Department of Education on procedures for accessing birth certificates for refugee and migrants born in **South Africa**. Advocacy initiatives with various actors to recognise asylum and refugee certificates as identity documentation resulted in front line service providers being better equipped to counsel refugees on birth registration and access to education.

- ▶ In **Syria**, UNHCR assisted the issuance of birth certificates for children (below the age of one year) increasing birth registration by 34 per cent. In host countries, UNHCR's multi-pronged approach and advocacy to reduce procedural barriers significantly reduced the percentage of Syrian refugee children born in **Egypt, Iraq, Jordan, Lebanon** and **Turkey**, without any form of identity documents – either a birth certificate or medical birth notification. Percentage of undocumented children fell from some 35 per cent in 2012 to 1.8 per cent in 2018. At present, 80 per cent of Syrian refugee children born in those countries have an official birth certificate issued by the Governments.

MEETING KEY CHALLENGES

There are various challenges to achieving universal birth registration for all children of concern to UNHCR. Birth registration services may be difficult to access in areas where refugees live, direct or indirect costs (such as travel costs or late fees) can be an impediment to the registration of refugee births. Refugees may not be aware of or may struggle to understand birth registration procedures. Birth registration procedures often require additional documentation (such as marriage or divorce certificates) that may not be available to many refugees. Inconsistent application of procedures can also be a challenge – for instance, regulations that accept refugee certificates as a form of parental identification may not be systematically implemented. Refugee children whose birth was never registered in their country of origin due to conflict or other factors face particular difficulties. Advocacy by UNHCR has been key in establishing positive procedures, such as the agreement by the Syrian Arab Republic government to accept foreign-issued

¹³ For more information see the Ghana Refugee Board: www.grb.gov.gh

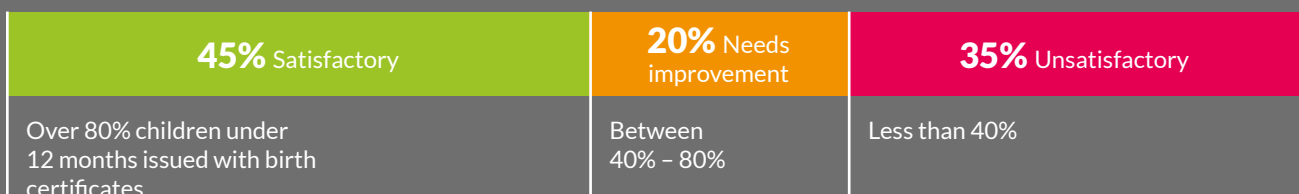
birth certificates as the basis for the issuing of travel documents by Syrian Embassies and Consulates, to be followed by the delivery of Syrian birth certificates after return. UNHCR successfully advocated for the Syrian Embassy in Jordan to accept Jordanian birth certificates for over 100,000 Syrian children as the basis for their travel documents.

Some 23 situations reported a deterioration in the systematic issuance of birth certificates. This deterioration is the result of a lack of human, material, and financial resources, the remoteness or absence of Civil Registry Services in several localities hosting refugees and asylum seekers, and by the insecure nature of some locations. For example, in Chad, strikes by magistrates delayed mobile court hearings, and the unavailability of judicial personnel delayed the issuing of court judgments to deliver birth certificates. In Kenya, the lack of a permanent civil registrar hindered the processing of documents in Dadaab, whilst the limited presence of county authorities in Kakuma led to a backlog of uncollected documents. UNHCR adopts a multi-pronged approach to address these challenges in collaboration with government, United Nations and civil society stakeholders. UNHCR works with the Governments to support their compliance with obligations under the Convention on the Rights of the Child, engages in awareness raising, supports both static and mobile registration services, and strengthens national systems to ensure that birth registration services reach all children.

GLOBAL AND REGIONAL INITIATIVES

- UNHCR and UNDP together with some 270 NGOs and humanitarian partners launched the 2019-2020 Regional Refugee and Resilience Plan (3RP), a \$5.5 billion plan designed to support national efforts to respond to the impact of the Syrian crisis in Turkey, Lebanon, Jordan, Egypt and Iraq, including efforts to facilitate birth registration procedures.
- Regionally, UNHCR and partners were able to significantly reduce the percentage of undocumented Syrian refugee children born in the region each year without any form of identity documents (either a birth certificate or medical birth notification), from approximately 35 per cent in 2012 to 1.8 per cent in 2018.
- UNHCR and UNICEF launched the “End Childhood Statelessness” campaign as part of the #IBELONG campaign initiated in November 2014. The prevention and resolution of childhood statelessness is one of the key goals of UNHCR’s Campaign to End Statelessness by 2024, and one of the five core actions is strengthening access to birth registration. Through this initiative, UNHCR, UNICEF and other partners have interacted with over 250 children, youths, parents, guardians, civil society and Government representatives in seven countries – Dominican Republic, Cote d’Ivoire, Georgia, Italy, Jordan, Malaysia and Thailand – about the experience of childhood statelessness.

BIRTH REGISTRATION (according to the weighted criteria provided in the Indicators Guidance)





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GLOBAL STRATEGIC PRIORITY

REGISTRATION

MAINTAIN OR INCREASE LEVELS OF INDIVIDUAL REGISTRATION IN 96 REFUGEE SITUATIONS

INCREASED IN 30 AND **MAINTAINED** IN 52 SITUATIONS (total of 96 situations)



RESULTS AND ACTIONS

The quality of registration and profiling improved in 30 operations and was maintained in 52 operations. UNHCR continued to strengthen its identity

management capability and expanded the coverage of its [Population Registration and Identity Management EcoSystem \(PRIMES\)](#)¹⁴ – a suite of interoperable registration, identity management and case management tools and applications.

¹⁴ For more information see the UNHCR's Population Registration and Identity Management EcoSystem (PRIMES): www.unhcr.org/primes.html

OPERATIONAL HIGHLIGHTS

- ▶ In **Bangladesh**, UNHCR and the Government of Bangladesh entered into a Memorandum of Understanding (MoU), a data sharing agreement to exchange personal data of forcibly displaced Myanmar Nationals/Refugees. The MoU paved the way for consolidating data on persons of concern into one system; and additionally facilitated a joint Government-UNHCR verification exercise to update and complete registration information and biometrics using UNHCR tools. At the end of 2018 some 35,000 Rohingya refugees had their information verified and were (re)-issued with Family Cards and Individual Identity Cards. Additionally, each household shelter was also tagged using drone technology. The verification exercise will ultimately improve the efficiency of assistance provision and is expected to be completed by September 2019.
- ▶ In **Kenya**, PRIMES tools ([proGres v4](#)¹⁵ and the [Rapid Application – RApp](#)¹⁶) were launched and updated the registration data of persons of concern. The introduction of this system mitigates the potential for multiple registrations by persons of concern, notably by anchoring biometric identities in proGres v4, and as a result strengthens operational capacities in case management, service delivery and increases functional abilities to comply with accountability frameworks. The PRIMES deployment also facilitated transfer of persons of concern registration data to the Government using RApp servers, allowing greater interoperability between the Government Refugee Affairs Secretariat (RAS), the National Registration Bureau (NRB) and the Integrated Population Registration System (IPRS). UNHCR and RAS conducted joint verifications for more than 208,000 individuals across four camps and captured the biometric records for some 170,000 individuals above the age of four.
- ▶ Some 650,000 Venezuelan refugees and migrants arrived in **Peru** by the end of 2018, and more than 161,000 have applied for refugee status. UNHCR has been working in close cooperation with the Special Commission for Refugees and the entity of the Ministry of Foreign Affairs to ensure the strengthening of their application systems by providing technical expertise and financial support for the design and implementation of a new registration processes to facilitate the documentation of asylum-seekers.
- ▶ In **Turkey**, the Government's Directorate General of Migration Management (DGMM) has assumed full responsibility for the registration of refugees and asylum seekers. UNHCR supported the development of a roadmap and the transition of registration functions to the government. The phased withdrawal approach of the roadmap outlines concrete priorities and scope of UNHCR's engagement throughout the transition, and in activities such as process development and training, information dissemination, and registration implementation. These collaborative efforts by DGMM, with the technical support and guidance of UNHCR yielded a breakthrough verification exercise for 2.5 million Syrian refugees and asylum-seekers; and new arrival registration for over 114,000 asylum applicants; and the referral (after registration) of some 84,000 persons to satellite cities. It also enhanced registration activities that resulted in the reactivation of over 78,000 inactivated individual records.
- ▶ In **Uganda**, UNHCR supported the Government in implementing the biometric verification exercise for a targeted 1.4 million refugees and asylum-seekers, using UNHCR tools and systems. The exercise involved the large-scale deployment of registration experts from UNHCR to design and implement a comprehensive registration strategy across 11 sites using UNHCR PRIMES applications. As a result, 1.2 million persons of concern were individually verified which has enabled the Government and the humanitarian community to have a thorough understanding of the profile of the population, including their specific needs and precise locations. It also sets a framework for ensuring the protection of persons of concern through continuous registration and documentation.

¹⁵ For more information see the UNHCR's From proGres to PRIMES overview: <https://bit.ly/2EHKiEM>

¹⁶ For more information see UNHCR's PRIMES: Rapid Application (RApp) Factsheet: <https://bit.ly/2WY2OJZ>

MEETING KEY CHALLENGES

Although challenges are often context specific, many operations experienced common challenges that limited their capacity to respond. They range from difficulties in physically accessing persons of concern due to poor security situations, funding concerns, and staffing issues. As registration remains a cornerstone of UNHCR’s ability to protect people of concern, efforts are continually made to develop appropriate tools that will enable field practitioners in the most remote locations to register and to respond more efficiently.

UNHCR continued to seek cooperation with partners in the humanitarian and development spheres, in order to better align data. The [UNHCR-WFP data-sharing addendum](#)¹⁷, signed in September 2018, is a positive example of data-sharing for the benefit of all. [The Joint Data Center on Forced Displacement](#)¹⁸ that was inaugurated in 2018 allows UNHCR to benefit from the substantial technical knowledge of the World Bank, particularly when it comes to the socio-economic conditions of people of concern. Anonymized data will be made available through the Joint Data Center to ensure the inclusion of the needs of people of concern in development planning.

GLOBAL AND REGIONAL INITIATIVES

Some 10.5 million individual records of persons of concern are currently active in proGres. In 2018, under the PRIMES initiative, UNHCR’s proGres in Partnership (proGres v4) was rolled out across 17 new operations, thus becoming operational in 58 countries and regional offices. UNHCR

developed RApp, an offline registration tool of proGres v4, and deployed it to 16 operations. The Biometric Identity Management System (BIMS) was also rolled out across 12 new operations, so that in total, UNHCR is using biometrics across 60 operations. At the end of 2018, in BIMS and [IrisGuard](#)¹⁹ UNHCR holds biometric records of some 7.2 million persons of concern. UNHCR increased its engagement with strategic partners to realize the goal that every refugee has a unique digital identity that empowers them and also facilitates their access to services from the Governments, partners and the private sector.

- UNHCR worked closely with the World Bank’s Identity for Development programme and other partners to promote the inclusion of all persons of concern, including those at risk of statelessness, into Government’s digital identity management systems (with an appropriate enabling environment). The goal is to ensure that persons of concern are not left behind and that steps are taken to realize the SDG Target 16.9 of legal identity for all by 2030 – including birth registration, with a focus on refugee hosting countries in Africa.
- UNHCR continued building a roster of skilled staff through rigorous trainings including two Training on Emergency Registration (TER) sessions. UNHCR increased the deployment rate for tools including biometrics; and continued the management of registration equipment and supplies. In total, 21 of the 53 staff on the TER roster were deployed to emergencies in Bangladesh, Brazil, Chad, Nigeria, Peru and Uganda.

REGISTRATION (according to the weighted criteria provided in the Indicators Guidance)

Between 80% – 90%

76% Satisfactory

3 **21%** Unsatisfactory

Over 90% of persons of concern registered on an individual basis

Less than 80%

¹⁷ UN High Commissioner for Refugees (UNHCR), *Addendum on Data Sharing to the January 2011 Memorandum of Understanding between the Office of the United Nations High Commissioner for Refugees (UNHCR) and the World Food Programme (WFP)*, 17 September 2018, available at: <https://www.refworld.org/docid/5bbcac014.html>

¹⁸ UNHCR and the World Bank opens data center on refugees in Copenhagen: <https://bit.ly/2RpPAcu>

¹⁹ For more information see IrisGuard: <https://www.irisguard.com/>



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GLOBAL STRATEGIC PRIORITY

SEXUAL AND GENDER-BASED VIOLENCE

PROVIDE AND SEEK IMPROVED PROVISION OF SUPPORT TO KNOWN SGBV SURVIVORS IN 95 REFUGEE OPERATIONS, IN 10 SITUATIONS WHERE UNHCR IS OPERATIONALLY INVOLVED WITH IDPS AND IN 3 RETURNEE SITUATIONS



RESULTS AND ACTIONS

UNHCR improved support to known survivors of sexual and gender-based violence (SGBV) in 44 situations, including 38 refugee situations, 5 IDP situations and 1 returnee situation. UNHCR

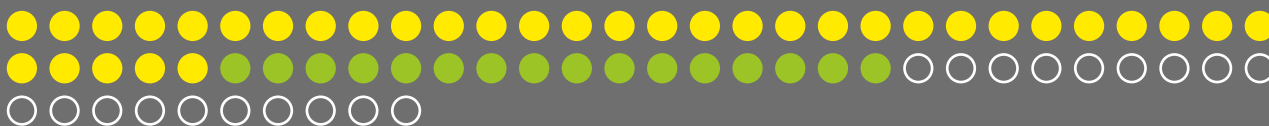
maintained the level of support in 39 situations. UNHCR continued to improve access to medical, psychosocial and legal services for survivors of sexual and gender-based violence, and promoted inclusivity of services for all survivors, including men and boys and other groups at risk of SGBV.

Furthermore, UNHCR strengthened programming and enhanced services for survivors and those at risk through systematic analysis of SGBV data. UNHCR deployed senior-level protection staff to 10 emergency operations where they strengthened coordination among partners, ensured access to quality of SGBV services, trained staff, and worked with diverse communities to prevent and report on SGBV. By comparing base-to end-line monitoring

data, this technical support increased the efficiency of SGBV programming from 36 per cent to 83 per cent, and increased coverage of SGBV programming from 27 per cent to 59 per cent. UNHCR also established SGBV focal points among existing staff and created new positions to carry out SGBV work, maintaining expertise following the deployment of senior protection staff.

SEEK IMPROVED COMMUNITY INVOLVEMENT IN PREVENTION AND PROTECTION OF SGBV SURVIVORS IN 58 REFUGEE SITUATIONS, IN 8 SITUATIONS WHERE UNHCR IS OPERATIONALLY INVOLVED WITH IDPS, AND IN 4 RETURNEE SITUATIONS

IMPROVEMENTS IN 35 AND **MAINTAINED** IN 16 SITUATIONS (total of 70 situations)



RESULTS AND ACTIONS

Community involvement in SGBV prevention and survivor-centred protection improved in 27 refugee, 4 IDP, and 4 returnee situations, and was maintained in 16 situations. UNHCR and partners launched mass sensitization and awareness campaigns and conducted targeted trainings for community leaders and influential groups, including young people and men. This outreach led to increased reporting and engagement from communities on SGBV prevention and response. With support from UNHCR, communities formed committees, established action plans against SGBV, and mobilized to prevent and respond to SGBV.

OPERATIONAL HIGHLIGHTS

▶ In **Afghanistan**, at the suggestion of women and girls who encountered physical and verbal harassment when using public internet cafés, a pilot female-only community technology access center was established. In addition to providing empowerment through information, it is an entry point for women to access SGBV prevention and response services. At the suggestion of female

students, adolescent boys and young people were included in discussions on women’s rights and protection. In 2018, 132 male and female students have attended monthly SGBV awareness sessions, where students suggest ideas to mitigate violence.

▶ In the **Democratic Republic of the Congo**, UNHCR and partners designed and implemented a project with the community and across sectors (water, sanitation and hygiene (WASH), Protection, Livelihoods) to improve the availability of acceptable menstrual hygiene products and to increase the self-reliance and economic empowerment of IDP women and girls.

▶ In **Lebanon**, SGBV survivors actively participated in emotional support groups, psychosocial support activities, skills trainings, internship programs, and group discussions. Monitoring data showed that more than 90 per cent of SGBV survivors who participated in psychosocial support sessions and skills training showed improvement in self-reliance and decision-making, and reported being able to use positive-coping mechanisms when under stress. In addition, through community outreach activities, a total of 701 SGBV survivors enhanced

their capacities, became self-reliant, and improved their emotional wellbeing.

- ▶ In **Libya**, all 140 SGBV survivors (including male survivors) reported in 2018 received case management services and full medical services. Seventy-two survivors were referred to psychosocial support, and 13 underwent the clinical management of rape within 72 hours of the incident.
- ▶ In **Pakistan**, an integrated livelihoods-SGBV program targets economically vulnerable women at risk of SGBV who are trained in locally marketable skills and then connected to safe work environments. Vulnerable women in the Afghan refugee community in Quetta earn more than 7,000 Rupees per month (\$53), which they use for school fees, health expenses and food.
- ▶ In the **United Republic of Tanzania**, 391 households received liquefied petroleum gas and stoves, 392 households received improved cook stoves “Matawi Stoves” and 781 households received charcoal biomass briquettes in Nyatugusu and Nduta in 2018. Building on the success of providing 3,199 refugee households with safe access to alternative energy in 2017, the project has yielded positive impacts on health, has alleviated deforestation, and has significantly reduced exposure to SGBV related cases associated with firewood collection for thousands of women and girls.

MEETING KEY CHALLENGES

Massive displacements exposed persons of concern, especially women and girls to heightened risk of SGBV. Refugees often arrived in asylum countries in a state of extreme distress, requiring specific assistance, with reported instances of SGBV particularly high among refugees fleeing Burundi, the Democratic Republic of the Congo, Myanmar and South Sudan. Limited resources in reception facilities or settlements – such as no communal lighting, limited WASH facilities and food cuts – exacerbated SGBV risks.

Despite the significant progress that UNHCR has made in delivering comprehensive SGBV prevention, risk mitigation and response in both emergencies and protracted situations, a number of challenges still remain. Some operations reported an increase in needs, risks and negative coping mechanisms, however, there is an inadequate number of staff and insufficient funds to respond to those challenges. In the context of emergencies, existing services and systems often struggle to scale-up and are therefore overburdened quickly. In particular, psychosocial support, access to legal aid and provision of safe shelter continues to be areas in need of prioritization and additional funding. There is a need for stronger linkages with national systems and local civil society organisations as well as strengthened cooperation across sectors, in order to build sustained capacity to identify survivors and persons at risk and to provide services and preventative programming for them. UNHCR will strengthen prevention programming through the linkages between SGBV and gender equality programming by various engagements in interagency cooperation, including as a lead for the Global Protection Cluster, and as a core member of the Interagency Standing Committee’s GBV Area of Responsibility.

GLOBAL AND REGIONAL INITIATIVES

- ▶ UNHCR made progress in providing SGBV survivors with tailored support through cash-based interventions (CBIs). The Office finalized a study on the successful impact of CBIs on protection outcomes in Ecuador, Lebanon and Morocco. In Lebanon, cash-based assistance was found to be an effective SGBV risk-mitigation and prevention tool.
- ▶ In the Americas, the Regional Legal Unit in Costa Rica established the [Regional Safe Spaces Network \(RSSN\)](#)²⁰ in eight countries to promote cross-border coordination between more than 60 RSSN members (governments, United Nations agencies, NGOs, faith-based organizations, volunteers) working with SGBV survivors – including children, lesbian, gay, bisexual, transgender and intersex (LGBTI) individuals, and other people at risk in the Americas.

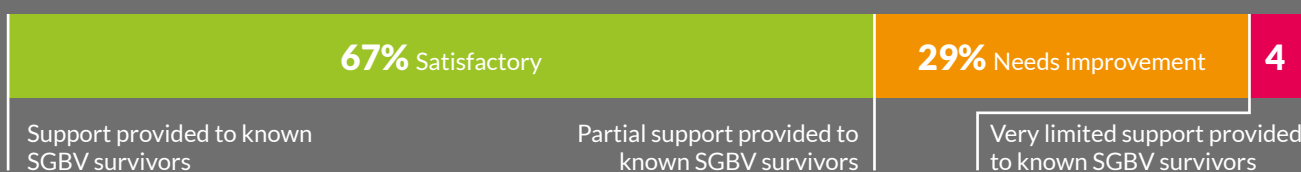
²⁰ For more information see the Regional Safe Spaces: www.arcgis.com

- ▶ Addressing the unique risks faced by women and girls in situations of displacement requires a community-based and multi-sectoral approach. Working in livelihoods, the WASH and energy sectors to enhance innovation in programming, UNHCR implemented eight innovative projects in six countries (Burkina Faso, Kenya, Malaysia, Pakistan, the Republic of the Congo and the United Republic of Tanzania) to address risks in accessing livelihood opportunities, safe access to energy for cooking, access to technology, and community lighting.
- ▶ As part of its [Safe from the Start](#)²¹ initiative, UNHCR deployed roving SGBV experts to emergencies in 10 countries (Angola, Bangladesh, the Bolivarian Republic of Venezuela, Chad, the Democratic Republic of the Congo, Iraq, Libya, Syria, Sudan and Uganda) to support UNHCR operations prevent, mitigate risk and respond to SGBV. Two regional workshops on SGBV prevention, risk mitigation and response mainstreaming were held in Amman and Nairobi in 2018 for 42 field staff from 16 operations. The design of the workshops ensured multi-functional team participation and made links to key processes and tools such as the Inter-Agency Standing Committee (IASC) Policy on Gender Equality and the Empowerment of Women and Girls in Humanitarian Action Guidelines 2015, the UNHCR Age Gender Diversity Policy, the Gender with

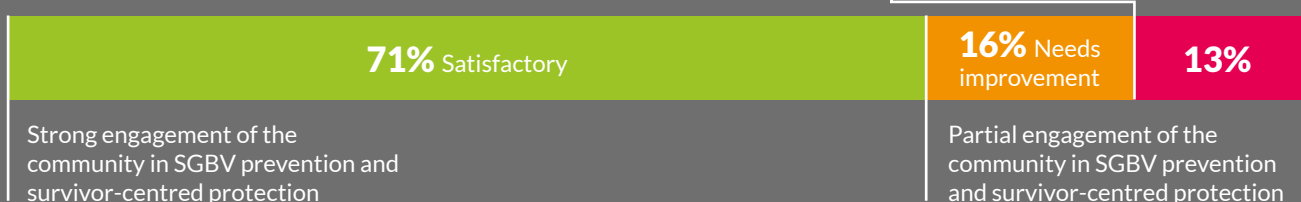
Age Marker (GAM) and UNHCR’s Enterprise Risk Management (ERM) framework.

- ▶ Regional mainstreaming workshops included seven tailored and in-depth national workshops conducted for 232 UNHCR programme and protection staff, key technical sector coordinators, partners and government counterparts from Ethiopia, Iraq, Kenya, Lebanon, Rwanda, Uganda, and the United Republic of Tanzania.
- ▶ In order to improve the collection and analysis of data on SGBV and to improve the timely assistance for survivors, technical support was provided to 19 UNHCR operations to implement a gender-based violence information management system (GBVIMS). Ten operations were using PRIMES to deploy the child protection and SGBV case management modules. Multiple trainings were provided on the use of the child protection and SGBV modules in Africa and the Americas.
- ▶ UNHCR launched its Training of Trainers, SGBV learning programme, in 2017 to enhance the ability of SGBV specialists and to utilize the training materials and resources to capacitate UNHCR staff, refugees and other stakeholders. In total 38 trainees completed the programme in 2018 and 417 staff completed the SGBV e-learning course on SGBV prevention and response.

SUPPORT TO SGBV SURVIVORS (according to the weighted criteria provided in the Indicators Guidance)



COMMUNITY ENGAGEMENT IN SGBV PREVENTION



²¹ For more information see UNHCR’s *Safe from Start: Reducing Risks – Sexual and Gender Base Violence in Emergencies* see: www.unhcr.org/575a83dd5.html

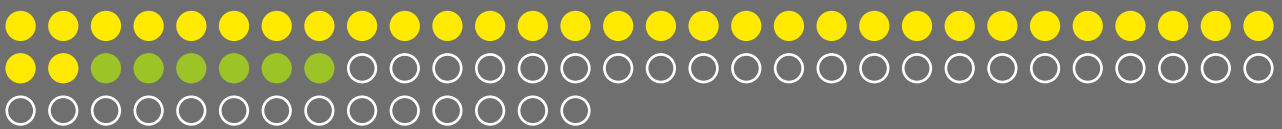


GLOBAL STRATEGIC PRIORITY

BEST INTERESTS

MAINTAIN OR INCREASE THE PROPORTION OF UNACCOMPANIED OR SEPARATED REFUGEE CHILDREN FOR WHOM A BEST INTEREST PROCESS HAS BEEN COMPLETED OR INITIATED IN 74 REFUGEE SITUATIONS

INCREASED IN 32 AND **MAINTAINED** IN 6 SITUATIONS (total of 74 situations)



RESULTS AND ACTIONS

The proportion of unaccompanied or separated refugee children (UASC) for whom a Best Interests Procedure was completed or initiated increased in 32 refugee situations, and was maintained in 6 refugee situations. With an increase in UASC situations, in

2018, operations adopted a number of strategies to make progress in ensuring that all children at risk and those separated from their families received care and protection services in line with their best interests. Several operations invested in fostering partnerships with communities, local and national partners in order to strengthen the identification

and support provided to unaccompanied boys and girls – including the identification of foster families and mentors to support children living independently. Other operations brought in additional human resources to be able to ensure Best Interest Procedures for all UASC identified. In some cases, systematic verification exercises were undertaken of all unaccompanied and separated children to make sure that every child was reached – for instance, verification exercises were undertaken in 7 countries in Southern Africa.

OPERATIONAL HIGHLIGHTS

- ▶ In the **Democratic Republic of the Congo**, UNHCR ensured Best Interest Procedures for 121 separated and unaccompanied Burundian children. Family tracing efforts were successful for some of those children, and UNHCR ensured the safe reunification with their families in Burundi. Foster families also benefitted from parenting training to ensure positive communication with the children under their care.
- ▶ In **Ecuador**, UNHCR and UNICEF worked to support the authorities to develop Standard Operating Procedures (SOPs) for children at risk and UASC. In November 2018, the Ministry of the Interior, the Ministry of Foreign Affairs and the Ministry of Social and Economic Inclusion formally adopted the “Procedure for child protection and their families in contexts of human mobility”. More than 80 partner, government and UNHCR staff were trained on the SOPs and child protection mechanisms, resulting in better coordinated and child friendly efforts to support children at risk and UASC.
- ▶ In **Lebanon**, UNHCR with partners and national child protection actors provided case management services to 2,868 children at risk, developed individualized case plans and facilitated access to services such as legal protection, mental health support, safe shelters and protection cash assistance. UNHCR also strengthened a refugee’s access to the national child protection systems by providing training and coaching, and caseworkers and outreach volunteers to support the national system.

- ▶ In **Morocco**, UNHCR introduced a new tool for the identification of children at risk through partners and refugee community volunteers in 12 cities. As result, children at risk and UASC in the community were identified and their needs were assessed. UASC benefitted from complementary education and coaching programmes to facilitate their integration into the national education system.
- ▶ In **Uganda**, UNHCR and the Global Partnership to End Violence against Children worked to strengthen prevention and response to violence against children in homes and communities. This has resulted in tangible improvements in the lives of UASC and children with disabilities, through proper care arrangements and referrals to support services.
- ▶ In **Zimbabwe**, UNHCR and partners conducted 379 Best Interest Assessments (BIAs) to monitor UASC’s care arrangements; and developed and updated individual care plans for each child. In addition to this individualised approach, the operation also worked to strengthen psychosocial support for UASC through peer support clubs.

MEETING KEY CHALLENGES

Assessing and determining the best interests of unaccompanied and separated children is by nature, dependent on capacity. As such, one of the most commonly cited challenges is insufficient staffing both for the UNHCR, the governmental and non-governmental partners. Inherently linked to this is the lack of services and support for children, which can result in the ever-worsening situation for unaccompanied and separated children. While lack of resources is pervasive especially in protracted crises, where possible, operations have been able to mitigate this issue by reaching out to additional partners and by working to include refugee children into national child protection systems. To this end, operations have invested in coaching and mentoring schemes in addition to training programmes.

Many operations also highlighted the need for more comprehensive data and faster processes for conducting Best Interests Procedures. This was highlighted as a need especially in operations where children are on the move, operations with larger

numbers of UASC, and those dealing with emergency influxes or repatriation exercises. In these operations, digital solutions such as conducting assessments using tablets and UNHCR’s case management software (proGres), have helped to maximise efficiency and to reduce the time it takes for conducting BIAs and (Best Interest Determination) BIDs. The roll-out of the child protection module of PRIMES will also help to address these challenges in 2019.

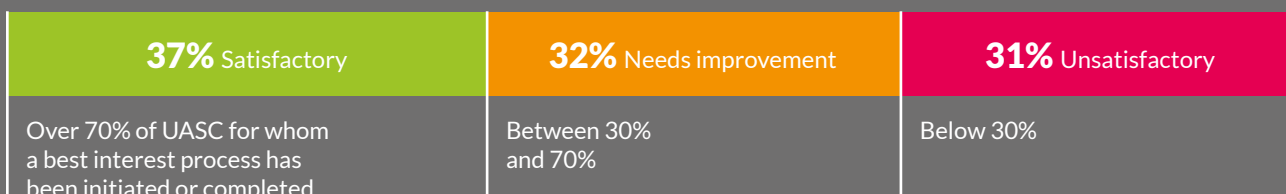
GLOBAL AND REGIONAL INITIATIVES

- UNHCR released new provisional *Guidelines on Assessing and Determining the Best Interests of the Child*. The revision provides a more comprehensive approach to the Best Interests Procedure and more user-friendly child protection case management tools, addressing concerns and challenges identified by field offices. In 2018, UNHCR trained over 300 staff and partners on the new guidelines. UNHCR has also invested heavily in the development of the child protection module within PRIMES to ensure more timely and effective management of child protection cases, and associated data analysis.
- UNHCR is working with States to strengthen policies and practices in relation to UASC in the European Union through a multi-country project to strengthen asylum and protection systems for refugee and migrant children. In 2018, UNHCR

advanced its advocacy position on strengthening protection responses in Austria, Belgium, Germany, France, Luxembourg, Netherlands and UK. In Austria, for example, recommendations have been made on legal procedures and guardianship. In Belgium, a gap analysis of the national system with regard to UASC was conducted. In France, reports have been completed on both the access of UASC to child protection services and the reception conditions for UASC. UNHCR offices have also undertaken advocacy initiatives and bilateral meetings with key stakeholders to work towards the adoption of the recommendations provided.

- UNHCR’s Regional Office for Southern Africa (ROSA), with the support of UNHCR Headquarters, led an initiative to address gaps in care and support for unaccompanied and separated asylum-seeking and refugee children in the region. The regional initiative focused on developing national strategies to enhance protection and care for UASC. Between February and September 2018, technical support and training was provided to all 7 countries (Angola, Malawi, Mozambique, Namibia, South Africa, Zambia, Zimbabwe) to conduct the verification of UASC through the use of a digital platform, and to develop action plans on alternative care. The profiling of the UASC caseload helped State operations to rethink their approach to programming and to alternative care, and in particular to focus on strengthening community-based programming.

BEST INTERESTS (according to the weighted criteria provided in the Indicators Guidance)



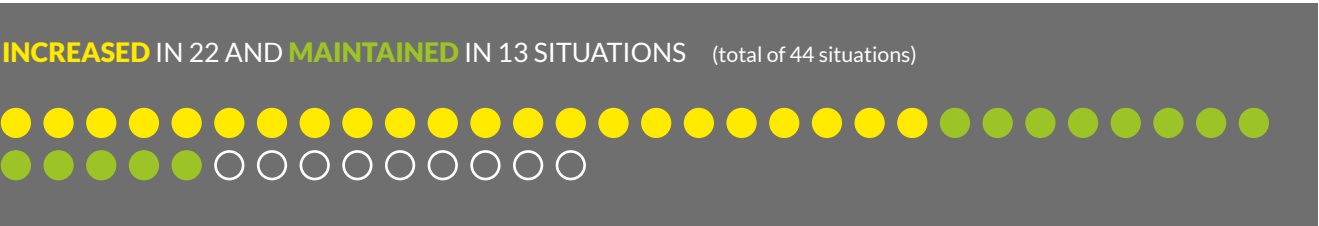


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GLOBAL STRATEGIC PRIORITY

ACCESS TO NATIONAL CHILD SERVICES

SEEK INCREASE IN THE NON-DISCRIMINATORY ACCESS TO NATIONAL CHILD PROTECTION AND SOCIAL SERVICES IN 37 REFUGEE SITUATIONS, IN 4 SITUATIONS WHERE UNHCR IS OPERATIONALLY INVOLVED WITH IDPS AND IN 3 RETURNEE SITUATIONS



RESULTS AND ACTIONS

A total of 22 situations increased and 13 maintained non-discriminatory access to national child protection systems and social services. In line with GCR, UNHCR recognizes the need for strengthened integration of refugees in national plans and systems in order for refugee children to be better protected and

to access basic services. In the context of varying national child protection systems, UNHCR operations adopt a range of actions to advocate and support the national inclusion of displaced and stateless children. In close collaboration with other United Nations organizations and in close partnership with governments, UNHCR was focusing on identifying aspects of the national system that are accessible to

refugees, addressing barriers and strengthening the capacity of the national system to respond to needs of refugees and other children of concern. UNHCR also continued to emphasize integration with host communities, and worked to promote community-based strategies that support non-discriminatory access to national child protection systems and social services.

OPERATIONAL HIGHLIGHTS

- ▶ In **Jordan**, UNHCR works in close partnership with national child protection authorities and NGOs to ensure the best interests principle benefit refugee children in case management and programming. In particular, UNHCR supported the Jordanian Family Protection Department who published an analysis of Best Interests Principles in International, Jordanian and Shariah law – this was followed by a national government/UN/NGO conference on integrating best interests practice. UNHCR has also worked with the National Council on Family Affairs in coordination with other partners, in developing policy and procedures concerning women, children, and family violence; and has increased engagement with key partners within that national child protection system, including the Ministry of Awqaf.
- ▶ In **Kenya**, UNHCR and the Department of Children Services, Ministry of Education, Judicial System and Refugee Affairs Secretariat and other protection actors strengthened coordination under the Comprehensive Refugee Response Framework (CRRF). This led to a joint assessment and participation in BID procedures, advocacy in matters of child protection in schools and in national systems; and support of refugee children's cases in the judicial system.
- ▶ In **Mexico**, the Mexican Refugee Commission, the National Migration Institute (INM) and UNHCR developed an identification protocol to enhance access to asylum procedures for UASC. Child Protection Officers of the INM were trained to improve the identification of children who are potential refugees, and to refer them to COMAR, Mexico's asylum adjudication body. UNHCR also supported the federal Child Protection Authority (CPA) by providing legal assistance to 394 children, as well as technical assistance to CPA staff for

cases involving children in need of international protection.

- ▶ In **Nepal**, UNHCR strengthened collaboration with various child protection authority and networks at provincial, municipal and ward level by supporting the Special Protection Taskforce with joint mapping of services. The key outcomes of this strengthened district/municipal coordination of: refugee child birth registration; the enrolment of refugee children in public schools and their participation in provincial level girls' summit; child protection policy development planning at provincial level; joint awareness raising trainings and other initiatives on child protection area.
- ▶ In **Zambia**, UNHCR has been working closely with partners and the Ministry of Community Development and Social Service (MCDSS) to ensure the establishment and formalization of care arrangements specifically for unaccompanied children, and to support to existing informal care arrangements. Enhanced collaboration with MCDSS, Ministry of General Education, Ministry of Home Affairs and Ministry of Health was established to ensure a more comprehensive and integrated response to vulnerable children.

MEETING KEY CHALLENGES

Challenges remain to ensure the inclusion of UNHCR's children's concern into national child protection system due to the complexity of the issues and stakeholders involvement. Where national child protection systems are functioning effectively and are accessible to refugees and other children of concern, key service providers often lack knowledge and structures to effectively coordinate and respond to the complex protection needs of children. In other settings, legal, policy or procedural barriers create difficulties for refugee children to access child protection systems and services. In other settings, legal, policy or procedural barriers create difficulties for refugee children to access child protection systems and services – for instance national documentary requirements for foster families may restrict the placement of children in refugee foster families. For example, in Mexico, there is a limited capacity of specialized authorities appointed for child protection at state and municipal levels, especially at the border areas where increasing numbers

of children in need of international protection is witnessed. Refugee children and their families may also lack the knowledge and trust required to access the national child protection system and informal networks to support them. In many settings UNHCR's field protection presence plays a critical role in connecting informal refuge community-based structures and networks to national child protection systems. In Italy, in the face of rising UASC numbers, UNHCR started cooperation with the [Gruppo CRC](#)²² to consolidate coordination with international and government stakeholders to address the rising needs of USAC, and to demand for improvement in reception.

GLOBAL AND REGIONAL INITIATIVES

- At the global level UNHCR advocated for inclusive access to national child protection systems in the GCR. In addition, the UNHCR's Global Youth Advisory Council, serving as a consultative group of refugees, internally displaced and/or stateless and their communities on issues related to the protection and development of young people participated in consultations on the CRRF and the GCR; and notably provided invaluable real life examples demonstrating UNHCR's impact in providing access to education and better protection services for refugee children and young people.
- In East Africa, UNHCR and UNICEF undertook a joint initiative to bridge humanitarian response and development work, which culminated in two practical guidance documents²³ outlining the inclusion of refugee children in national child protection system. In line with the CRRF, these documents were developed in close collaboration with national social welfare, child protection and civil registration authorities to ensure alignments with existing national procedures and systems.
- In the Americas region, UNHCR supported the development and implementation of regional and national strategies to strengthen safe and dignified access of children of concern to asylum. This involved establishing a [Regional Safe Space Network \(RSSN\)](#)²⁴ with over 60 staff from government, United Nations, NGOs, and faith-based organisations working in 8 countries to promote cross-border coordination among organisations working with children at risk in the Americas. In 2018 the [RSSN Lessons Learned and Toolkit](#)²⁵ was launched to ensure access to regional child protection, case and information management (online BIA, referral/transfer forms, regional ISP), and training tools across countries. The RSSN developed this toolkit to promote common standards and to foster cross-border coordination in the North of Central America and the countries affected by the Bolivarian Republic of Venezuela situation.

ACCESS TO NATIONAL CHILD SERVICES

(according to the weighted criteria provided in the Indicators Guidance)

Needs improvement N/A
Access to selected services available for displaced children

95% Satisfactory

5%

Broad access to national services available for displaced children

Very limited or no access to services available for displaced children

²² For more information see Gruppo di Lavoro per la Convenzione sui diritti dell'infanzia e dell'adolescenza: <http://gruppocrc.net>

²³ UN High Commissioner for Refugees (UNHCR) and United Nations Children Fund (UNICEF), Inclusion of Refugee Children in National Child Protection Systems: Guidance for Practitioners in East Africa, October 2017, available at: <https://www.refworld.org/docid/5b0ea9de4.html>; UN High Commissioner for Refugees (UNHCR) and United Nations Children Fund (UNICEF), Bridging the Humanitarian-Development Divide for Refugee Children in Eastern Africa and the Great Lakes Region, May 2018, available at: <https://bit.ly/2KfXMeO>

²⁴ For more information see the Regional Safe Spaces: www.arcgis.com

²⁵ UN High Commissioner for Refugees (UNHCR) and Regional Safe Spaces Network, Regional Safe Spaces Network: Lessons Learnt and Tool Kit, June 2018, available at: www.acnur.org/5c05b97d4.pdf

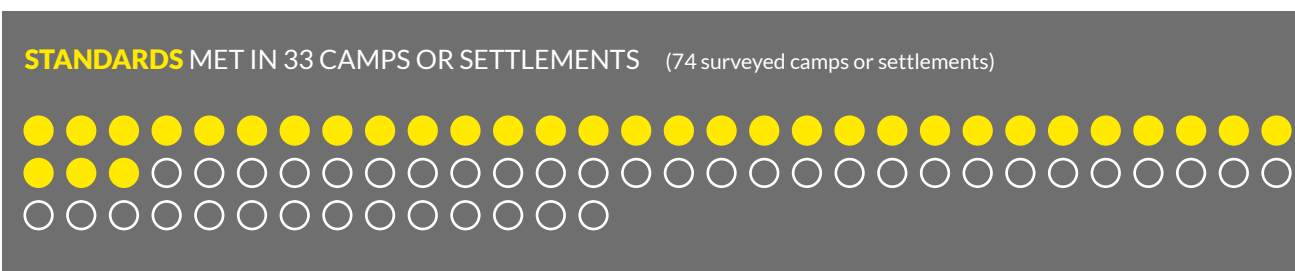


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GLOBAL STRATEGIC PRIORITY

GLOBAL ACUTE MALNUTRITION (GAM)

MAINTAIN UNHCR STANDARDS OR REDUCE LEVEL OF GLOBAL ACUTE MALNUTRITION IN 36 SITUATIONS WHERE REFUGEES LIVE IN CAMPS OR SETTLEMENTS



RESULTS AND ACTIONS

In 2018, UNHCR and partners conducted nutrition surveys in 74 sites across 12 countries, including 26 sites in emergency situations, 17 sites in post-emergency situations and 31 in protracted situations. UNHCR met the standard of less than 10 per cent global acute malnutrition (GAM) in 33 sites. In 8

sites, levels of GAM were above the emergency threshold of greater or equal to 15 per cent. These results represent an improved situation regarding the proportion of sites above the emergency threshold compared to 2017 which stood at 21 sites. The proportion of sites surveyed in 2018 and classified as an emergency situation was far higher in 2018 at 35 per cent compared to 2017 at 16

per cent. Sites where GAM is ≥ 15 per cent were recorded in 6 locations in Gambella, Ethiopia and in the Sudan. Comparing the 2018 results to previous years, improvements in GAM were reported in 22 sites located in Bangladesh, Chad, Ethiopia, Kenya, South Sudan and the Sudan. On the other hand, deterioration in GAM was noted in only 1 site, in the Nyarugusu Camp receiving new refugees in the United Republic of Tanzania.

UNHCR monitors the nutrition status of populations of concern through Standardised Expanded Nutrition Surveys (SENS). GAM is one of the main nutrition indicators tracked for the purposes of determining needs and for monitoring health status, and UNHCR's approach includes the consideration of stunting and anaemia indicators in addition to GAM in order to have a more well-rounded understanding of the nutrition status of a population.

OPERATIONAL HIGHLIGHTS

- ▶ In **Bangladesh**, concerted efforts to scale-up treatment services for severe acute malnutrition together with partners, as well as improvements in access to health care, improved food assistance, combined with better shelter, environmental and WASH conditions, have resulted in significant improvements in GAM. The nutrition treatment programmes however remain highly fragmented and not integrated into health care systems.
- ▶ In line with the CRRF some large operations such as in **Chad** and the **Democratic Republic of the Congo** were preparing to include nutrition status monitoring in out-of-camp situations where refugee and host communities are mixed, or amongst villages surrounding refugee camps. These surveys will be deployed in early 2019.
- ▶ In **Ethiopia**, 19 sites were surveyed in the regions of Afar, Assosa, Dollo Ado and Gambella. Only 6 of the 19 sites showed an acceptable GAM prevalence, meaning that almost 70 per cent of the sites are classified as having high or very high GAM levels. Stunting was at acceptable level in 8 of the 19 sites, (all of the sites in Gambella and one in Assosa), which host mainly South Sudanese or Sudanese refugees. In all other sites stunting was high or very high, with 11 of the 19 sites showing

stunting of ≥ 20 per cent. A reinforced collaboration with UNICEF and the Ministry of Health has resulted in refugees' need for treatment of severe acute malnutrition being transitioned and included in national procurement and distribution plans.

MEETING KEY CHALLENGES

The indicator of GAM is very sensitive to changes in the environment, living conditions, health care access and food security situation, displacement and as such can fluctuate year on year depending on the context. This makes direct comparisons challenging if there have been major changes in context. It is however an extremely useful indicator for measuring the severity of a situation and in planning for programmes in consequence. Deteriorating circumstances in terms of food and non-food assistance in many operations is clearly having negative consequences on a population's ability to cope – a late term indicator of this being a deterioration in GAM prevalence. Once this happens, populations have often exhausted their normal coping strategies and are forced to resort to negative or risky practices to meet their basic and essential needs. This obviously sets populations back and it takes a lot of time to recover lost assets and to regain an acceptable nutrition level. Although there were no surveys conducted in Eastern Chad in 2018, the camps further north are an example of where GAM prevalence has been spiralling out of control since 2015.

GLOBAL AND REGIONAL INITIATIVES

- ▶ Improving the prevention of under-nutrition and micronutrient deficiencies in addition to managing the existing cases of malnutrition as best as possible, is a priority for UNHCR. The new nutrition and food security road map, developed in late 2017, and currently undergoing external review and harmonisation with new guidance and tools (sphere, SDGs, new WHO/UNICEF thresholds etc.) aims at providing guidance on how to improve the nutritional status in refugee populations. There has been progress on improving the monitoring of malnutrition treatment programmes with the deployment of the revised nutrition modules in the Integrated Refugee Health Information System (IrHIS) in many operations.

- ▶ Promoting and supporting adequate Infant and Young Child Feeding (IYCF), remains a major effort in improving nutrition, as does working in synergy with other sectors. The Infant and Young Child Friendly Framework aims to bring multiple sectors together to improve young child and infant survival, growth and development; and was rolled out further in East Africa during the emergency in Bangladesh in 2017 and throughout 2018.
- ▶ An effort has been made to increase the monitoring of IYCF indicators over 2018, the number of indicators reported has been increased and interim targets for IYCF in refugee settings have been set where these do not exist at the national level after in-depth analysis of historical data. The IYCF module in the SENS has been reviewed and upgraded.
- ▶ Where in-kind food assistance is provided to refugees and when this assistance decreases, the first items to reduce or disappear from the food basket are often the micronutrient fortified foods. This not only poses a problem for the youngest children and pregnant and lactating women who have higher nutrient density needs, but to other members of the population. In 2018 there was an outbreak of scurvy in Kakuma camp in Kenya, principally amongst young adult males, highlighting once again the need for adequate micronutrient rich diets tailored to refugee population needs. UNHCR is working together with World Food Programme (WFP) to try to ensure that these needs are covered as best as possible.
- ▶ The distribution of specialized nutritious products in key operations was coupled with relevant multi-sectoral programming (e.g. WASH, [MHPSS](#)²⁶, Malaria prevention and treatment, deworming, improved IYCF and maternal and child health).

GLOBAL ACUTE MALNUTRITION (GAM) (according to the weighted criteria provided in the Indicators Guidance)

45% Satisfactory

≤ 10% acutely malnourished children (aged 6-59 months)

55% Unsatisfactory

> 10% acutely malnourished children (aged 6-59 months)

²⁶ For more information see MHPSS: <https://bit.ly/2wvidMF>



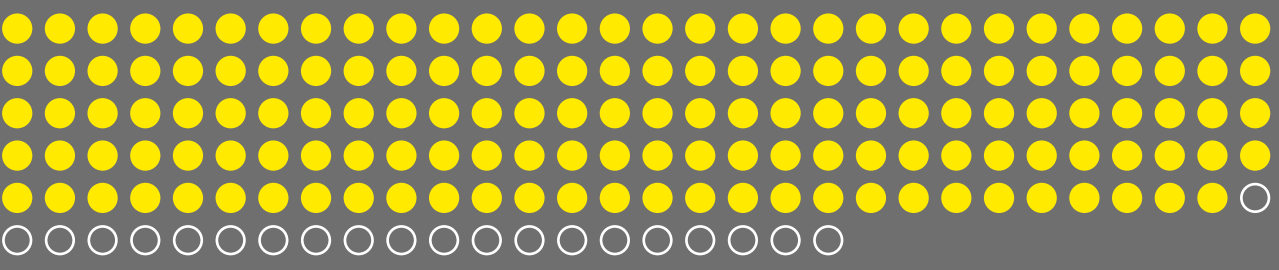
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GLOBAL STRATEGIC PRIORITY

UNDER-5-MORTALITY RATE

MAINTAIN UNHCR STANDARDS OR REDUCE MORTALITY LEVELS OF CHILDREN UNDER FIVE YEARS OLD IN 44 SITUATIONS WHERE REFUGEES LIVE IN CAMPS OR SETTLEMENTS

STANDARDS MET IN 149 CAMPS OR SETTLEMENTS (170 monitored sites)



RESULTS AND ACTIONS

Data collected through UNHCR's [Integrated Refugee Health Information System \(iRHIS\)](#)²⁷ showed acceptable under-5 mortality rates across 149 out of 170 monitored sites. Compared to 2017, the increase in the number of reporting sites was due to emergencies and new sites established in Bangladesh, Sudan and in Eastern Cameroon. All 21 sites that are below the standards are in Sudan and Cameroon. Globally, the average under-five mortality rate was maintained at 0.3 per 1000 under five population per month, an improvement from 2017 when it was 0.4 per 1000 under five population per month²⁸. In coordination with partners, UNHCR's public health teams managed various outbreaks, including diphtheria and suspected measles in Bangladesh, cholera and viral haemorrhagic fever in Kenya and Uganda, and scurvy in Kenya.

In the 18 Countries where UNHCR and its partners use the HIS some 7,575,000 consultations were conducted at the health facilities and concluded that 92.3 per cent of patients were diagnosed with communicable diseases, 3.9 per cent were non-communicable diseases and 2 per cent were mental health issues and various injuries. Among the children under the age of 5 years, the top six causes of illness included upper respiratory tract infections, malaria, lower respiratory tract infections, watery diarrhoea, skin diseases and acute malnutrition.

OPERATIONAL HIGHLIGHTS

- ▶ In **Djibouti** and **Zambia**, UNHCR continued to link refugees with national health services, and their health status will now be monitored using the national health information surveillance systems.
- ▶ In **Jordan**, progress on improving the availability of disaggregated refugee data has been included (for the first time) as a separate sample in the National Demographic and Health Survey 2018, allowing the analysis of key indicators for the host community and refugees. There has also

been greater engagement of development actors with the United States Agency for International Development (USAID), spearheading the establishment of a multi-donor account (MDA) to allow donors to provide funding support directly to the Ministry of Health, which has resulted in improved policies towards Syrian refugees accessing national services.

- ▶ In **Uganda**, UNHCR signed a MoU with Ministry of Health on the provision of integrated health care services for refugees and host populations in the country.
- ▶ In the **United Republic of Tanzania**, the Ministry of Health through the [National Malaria Control Program](#) (NMCP)²⁹ integrated refugees into their national malaria programme. As a result, refugee living in the camps will now receive anti-malaria drugs and diagnostic kits from the NMCP. Working partnership with the MoH continues to be expanded.

MEETING KEY CHALLENGES

In displacement situations, aligning mechanisms for reporting mortality remains challenging, as deaths are often recorded in different databases of various stakeholders. In order to address this, UNHCR developed guidelines on mortality surveillance that emphasise complete and triangulated reporting at the health facility and community level. UNHCR also used [Nutrition Surveys](#)³⁰ that include measurement of mortality rates, and triangulated the rates calculated from the HIS to estimate the under-5 mortality rate for refugees living out of camps.

GLOBAL AND REGIONAL INITIATIVES

- ▶ UNHCR tested in the field and rolled out its updated iRHIS to 12 countries, and global reporting through the new system will start in 2019. The new system, which replaces TWINE, includes improved tools for mortality surveillance, both at community

²⁷ For more information see iRHIS – Integrated Refugee Health Information System: <https://his.unhcr.org/home>

²⁸ Figures are based on a weighted mortality average for the year, which is better measure of the overall mortality rates

²⁹ For more information see the National Malaria Control Programme: <https://bit.ly/2VXp7EB>

³⁰ For more information see SENS Guidelines: sens.unhcr.org

and health facility levels. It allows UNHCR to monitor the health status of populations, detect disease pattern with outbreak potential and assists in strengthening evidence-based decision-making in humanitarian programmes. Notably, iRHIS integrates a range of information management tools including WASH and nutrition that can be used across a range of operational settings.

- UNHCR completed the review, development and roll-out of a new quality assessment tool for health facilities, known as a “balanced score card” (BSC). The new version of the BSC utilizes up-to-date technology and makes assessments results immediately available to the operations. Decisions are subsequently made in a timely manner, and resources can be targeted where they are needed most. In 2018, assessments were conducted in

Ethiopia, Kenya, Rwanda and Uganda, covering 20 sites in total. The tool provided an objective and standardized approach to the assessments and offered descriptive information to complement the statistics collected in iRHIS. This is expected to lead to improved quality of health services and reduced morbidity and mortality.

- UNHCR is expanding its partnerships with the International Labour Organization (ILO), to accelerate the inclusion of refugees including those not living in camps into national health systems and health financing mechanisms. In line with SDG 3, which aims to ensure healthy lives for all, UNHCR will explore ways to engage with governments to develop multi-year integration plans to support refugees in sustainable ways.

UNDER-5-MORTALITY RATE (according to the weighted criteria provided in the Indicators Guidance)



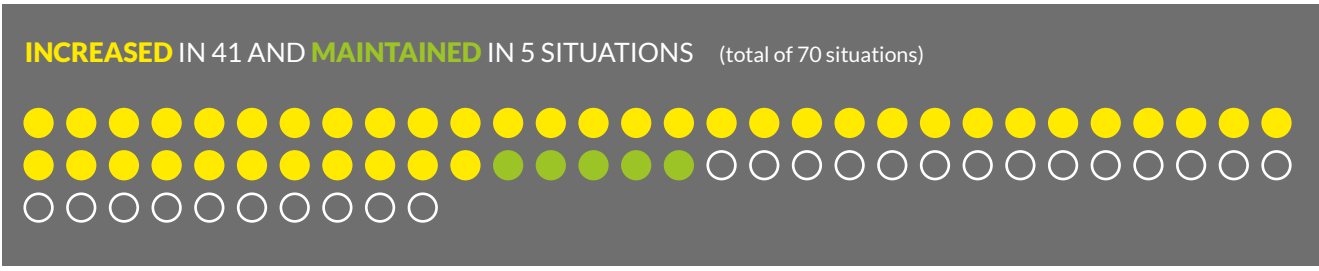


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GLOBAL STRATEGIC PRIORITY

SHELTER

MAINTAIN OR INCREASE THE PERCENTAGE OF HOUSEHOLDS LIVING IN ADEQUATE DWELLINGS IN 48 REFUGEE SITUATIONS, IN 15 SITUATIONS WHERE UNHCR IS OPERATIONALLY INVOLVED WITH IDPS AND IN 7 RETURNEE SITUATIONS



RESULTS AND ACTIONS

UNHCR increased the percentage of households living in adequate dwellings in 30 refugee situations, 6 IDP situations and 5 returnee situations. UNHCR maintained the percentage of households with access

to adequate shelter in 3 refugee situations and two IDP situation. In line with the Global Strategy for Settlement and Shelter, UNHCR supported 14 countries which have large shelter programmes, to develop and implement comprehensive shelter strategies with an emphasis on the development of

phased strategies, which adequately consider the emergency, transitional and durable shelter needs of persons of concern.

OPERATIONAL HIGHLIGHTS

- ▶ In **Bangladesh**³¹ UNHCR distributed upgrade shelter kits to 62,969 households and tie-down kits to secure the shelters against high winds expected during high season. Over 1,300 households were relocated away from hazardous positions to safer locations and to stronger shelters before and to mitigate monsoon-related risks. Larger scale community works were managed through four site operations partners and through contractors hired to build retaining walls, excavate main drains, major roads, bridges, and to stairs and pathways. UNHCR supported the construction of 23 km of roads, 5 km of bridges, 56 km of footpaths, 54 km of steps, 81 km of retaining walls and 141 km of surface-water drainage.
- ▶ In the **Democratic Republic of the Congo** UNHCR led a shelter and settlement strategy for IDPs by supporting return and solutions through cash and improved local building practices. UNHCR scaled-up shelter response for IDPs reached a total of 14,854 households, and 61 per cent received a combination of cash and in-kind support, 22 per cent cash grants to support self-help, and 17 per cent in-kind. UNHCR continued to improve the conditions within the newly created settlement in Mulongwe for 20,000 Burundian refugees – 1,574 households received cash grants to undertake self-construction of durable dwellings using local materials and local construction techniques. Additionally, 1,048 Refugee Housing Units (RHU)³² were provided as transit centers, and communal facilities to support the refugees from South Sudan in Ituri and Haut-Uélé.
- ▶ In **Ethiopia** UNHCR finalised construction of over 15,000 transitional and emergency shelters. Cash-based initiatives in Jijiga Camp increased the number of shelters by 552. Over 11 km of roads and corresponding surface-water drainage was improved, as well as an airstrip in Melkadida which was extended and improved to ensure accessibility to the camps. Communal infrastructure was constructed and maintained in the various Camps in both Gambella and Assosa, including in schools and in one stop shop registration centers. Despite huge efforts, the situation remains critical with a large number of households still in need of more-durable transitional type of shelter.
- ▶ In **Kenya**, an innovative tool called iMonitor was developed by the UNHCR office in Kakuma. This tool was used to support improved monitoring and reporting of shelter related incidents and also contributed to the construction of 1,500 semi-permanent emergency shelters for 7,500 new refugee arrivals, repairs of 300 dilapidated temporary shelters for 1,500 refugees who arrived earlier, and the construction of 5km of roads. In addition, 1,930 transitional shelters were converted to permanent shelters, 1,200 of which were converted CBIs. Some 40 permanent shelters were constructed for families in host communities to enhance peaceful coexistence.
- ▶ In **Niger** UNHCR focused support on the distribution of 2,721 emergency shelter kits and the construction of 460 RHU. UNHCR developed settlements with a total of 2,058 individual land plots demarcated for people of concern and with sufficient space for dignified living conditions. More than 700 permanent shelters were constructed and to support durable shelter techniques – 350 persons were trained in interlocking stabilised soil brick production (ISSB) and construction techniques. An ambitious urbanisation or non-camp settlement approach is being implemented in Diffa and Tillabéri.
- ▶ In **Uganda**, UNHCR continued improving the access to refugee settlements with the construction of 128 km of new roads and the maintenance of 190 km of existing ones. In an effort to evacuate storm and grey water from the settlements and improve drainage systems, 142 culvert lines were constructed which had a significant impact on rainwater drainage. Some 63,108 refugees from the Democratic Republic of the Congo were provided with individual plots

³¹ For more information about Bangladesh see the OCHA Shelter Dashboard: <https://bit.ly/2EJKMKE>

³² For more information see UNHCR Refugee Housing Units: www.unhcr.org/refugee-housing-unit.html



and materials for the construction of temporary shelter. The population in existing settlements were supported with the construction of 666 shelters and 12,124 individuals were assisted with emergency shelter kits. Furthermore 1,425 shelters were repaired to improve the living conditions of those who arrived earlier to Uganda. Some 44 community structures such as schools, health centers and other communal facilities, were repaired. In response to the Ebola crisis 12 permanent and 26 semi-permanent structures as well as 16 temporary Ebola screening structures were constructed at the border entry points. Due to limited resources and high unmet needs in Uganda, some settlements have as little as 7 per cent of shelter needs covered.

MEETING KEY CHALLENGES

Investment in improved settlements greatly improves the health, security, privacy and dignity for our people of concern as well as reducing access to risks such as SGBV. UNHCR has improved access to adequate dwellings in a number of operations.

Despite this, access to adequate shelter remains a major challenge in many operational contexts. For example, the rapid deterioration of the situation in Bolivarian Republic of Venezuela escalated the need for shelter in the Americas where UNHCR supported cash-based initiatives in response to shelter needs in urban areas and at emergency shelter at transit sites. Lack of funding and the limited number of partners working in shelter continues to be the main challenges for shelter assistance in the Democratic Republic of the Congo. At the same time, UNHCR is strengthening its capacity to respond to urban areas with the development of urban shelter and settlement response guidelines and a resource tool box prepared in collaboration with United Nations Human Settlements Programme (UN-HABITAT).

UNHCR has responded to these issues by developing settlement planning tools and by providing access to settlement planning e-learning for existing technical staff. Furthermore, UNHCR will develop tools and guidelines for the implementation of construction projects to ensure coherent global standards in delivering improved quality and safer living conditions.

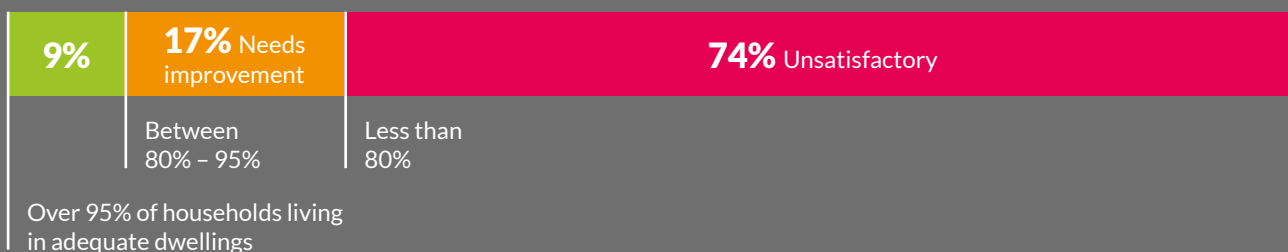
GLOBAL AND REGIONAL INITIATIVES

- ▶ Over 13,000 RHU were deployed to 27 different operations including Brazil, Iraq, Niger and the United Republic of Tanzania.
- ▶ Technical specification for new self-standing family tents were developed and the global tender for its production was launched.
- ▶ To improve settlement development, a “master plan” guiding principles framework was developed and disseminated. The master plan provides a framework for the spatial design of humanitarian settlements and enables alignment with national, sub-national and local development plans. It also links humanitarian responses with long-term development efforts.
- ▶ An additional Urban Shelter and Settlement Guideline was being developed in partnership with the UN-Habitat and will be available in 2019.

- ▶ Together with the [AutoDesk Foundation](#)³³, technical shelter design software combined with online training was rolled out to field operations.
- ▶ UNHCR continues to engage the private sector to support resource mobilisation efforts for the implementation of UNHCR’s shelter and settlements responses worldwide. Collaborations include [Ennead laboratory](#)³⁴, [Better shelter](#)³⁵ and [Autodesk](#)³⁶.

In 2018 UNHCR built upon the checklists previously developed to guide technical staff in determining the feasibility of cash-based interventions in support of shelter responses in Bangladesh, Greece and Kenya, and with specific focus on urban rental support in the Bolivarian Republic of Venezuela situation.

SHELTER (according to the weighted criteria provided in the Indicators Guidance)



³³ For more information see Autodesk: <http://www.autodesk.org/>

³⁴ For more information see Ennead lab: <http://www.enneadlab.org/>

³⁵ For more information see Better Shelter: <https://bettershelter.org/>

³⁶ For more information see Autodesk: <http://www.autodesk.org/>

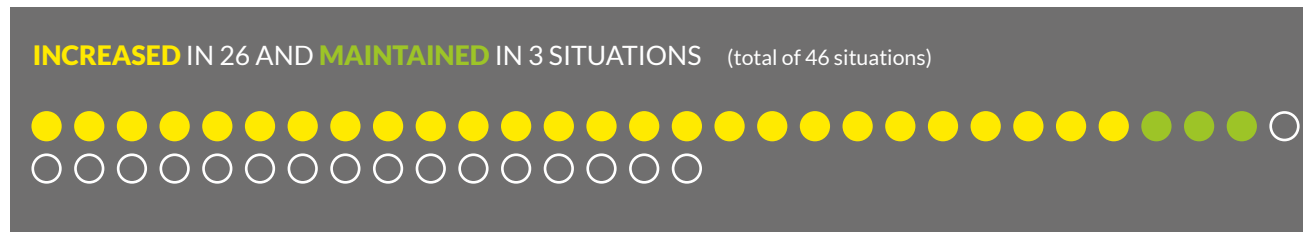


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GLOBAL STRATEGIC PRIORITY

WATER

MAINTAIN OR INCREASE THE LEVEL OF WATER SUPPLY IN 46 REFUGEE SITUATIONS



RESULTS AND ACTION

UNHCR improved water supply in 26 refugee situations and maintained the level of water supply in 3 situations. Globally, sites that demonstrated an improvement provided an average of 7 additional litres of water per refugee person per day. Data collected through UNHCR’s Water, Sanitation and Hygiene (WASH) Monitoring System indicated that 77 per cent of sites reported a daily supply of at least

15 litres per person – meeting UNHCR’s standard in emergency situations; and 53 per cent of sites attained a water supply of 20 litres or more per person – meeting the UNHCR standard for non-emergency situations. As part of efforts to support the integration of refugee water supplies into national systems, UNHCR reduced water supply down to UNHCR minimum standards (20 litres per person per day) in several situations, to more closely align water supply volumes with host community levels of service.

UNHCR continued to focus on reducing the cost and environmental footprint of water supply systems by installing solar powered water pumping systems. A total of 31 water supply systems were upgraded to solar hybrid or full solar pumping.

OPERATIONAL HIGHLIGHTS

- ▶ In **Ethiopia**, water trucking in Gambella was phased out when a new water supply system was introduced. The new system proved to be particularly cost efficient as it reduced operating costs by 20 per cent and provided safe water to both refugees and host communities – ultimately reducing morbidity from water borne disease. According to the annual household survey in the Kule Camp, diarrhoea prevalence decreased from 19 per cent to 13 per cent after the water system was installed. In addition, the solarization of 13 water supply systems in the country has contributed to a cleaner environment by reducing carbon dioxide and particle emissions, and by reducing annual operating costs by 50 per cent or more.
- ▶ In **Iraq**, UNHCR and its partners are working to improve water management through the installation of water meters, tanks and solar pumps, and the rehabilitation of existing water networks to ensure quality and uninterrupted water supply. In Erbil governorate, the upgrading of the water supply system has enabled UNHCR to reach an additional 2,450 households. In a bid to also improve the host communities' access to clean water, new networks in Koya settlement and Qushtapa sub-district were installed and extended to Kawa settlement. These projects increased access of water for 1200 families.
- ▶ In **Nigeria**, UNHCR completed the rehabilitation of the community water supply system at Adagom. The rehabilitation work included the installation of a new solar powered water pumping system well as the renovation of water storage and distribution networks. These upgrades serve two primary schools, a health facility, and the village center and

benefit 2,700 members of the host community, including 1,160 refugee children.

MEETING KEY CHALLENGES

Increased stress on aging infrastructure, lack of resources, both, human and financial of local governments in protracted situations, and scarce water resources combined with reduced budget allocations for water supply in many operations are the major challenges to meeting the required standards for water provision. In many host countries, such as Ethiopia and the United Republic of Tanzania, aging water supply infrastructure requires considerable rehabilitation. In addition, reduced water availability and stress on water resources has been identified in many arid areas including Algeria, Cameroon, Chad, Niger and Yemen. In response to these challenges, UNHCR focused on gradual improvements of critical infrastructure, and by installing equipment that reduce the long term operational and maintenance costs – such as solar or solar-hybrid systems and smart sensors³⁷. UNHCR strengthened the capacity of staff and partners to deliver improved water supply services through training on WASH in emergencies and in WASH monitoring. In partnership with Oxfam, UNHCR strengthened the predictable capacity for rapid hydrogeological investigation and design of emergency water supply systems. UNHCR is also working with operating partners to identify data sources to be able to better understand access to water supply for those persons of concern living outside of camps and settlements.

GLOBAL AND REGIONAL INITIATIVES

- ▶ UNHCR continued to place refugees at the centre of the design and implementation of its WASH programmes, ensuring consistent consultation, participation and accountability to refugees. To increase refugee involvement, UNHCR piloted an android application to provide refugees and persons of concern with a mechanism for providing feedback on WASH services. UNHCR also designed

³⁷ Water level sensors shut or slow down pumping as the water level in a borehole drops and smart sensors on solar panel systems allow slow throttling of the pumps. These sensors drastically increase lifespan of the pump components.

a real-time refugee feedback mechanism using “smiley face devices” for the refugee feedback.

- ▶ UNHCR continued to focus on improving the long-term access to WASH services by adopting cost efficient, environmentally sustainable solutions. These include the solarisation of water supply systems and the scale-up of sanitation systems to reduce the risks to the contamination of groundwater and surface waters.
- ▶ In line with the GCR, UNHCR continued to advocate for the integration of refugee into the national systems and development plans, allowing them equal access to WASH services in the country. For example in Uganda and Ethiopia UNHCR is working with the government and partners on the development of water safety plans and integrated water resource management plans to ensure that water services meet operational and

environmental targets. In Algeria and Bangladesh, UNHCR is working to improve the capacity of local and national government to regulate water quality. In Burkina Faso, Chad and Nigeria, UNHCR and its partners are providing trainings to refugees and the local private sector to be able to repair water points/systems.

- ▶ To enhance WASH protection mainstreaming, UNHCR carried out pilot projects in Uganda and the Democratic Republic of the Congo to demonstrate how effective WASH projects can reduce the risks of SGBV. This included engagement with schools administrator, parent teacher associations, school clubs and senior women teachers in the design of female friendly WASH facilities in schools. It also included working with women groups who are producing and selling locally produced re-usable sanitary pads.

WATER (according to the weighted criteria provided in the Indicators Guidance)





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GLOBAL STRATEGIC PRIORITY

FEMALE PARTICIPATION IN LEADERSHIP AND MANAGEMENT

SEEK IMPROVED PARTICIPATION OF WOMEN IN LEADERSHIP/MANAGEMENT STRUCTURES IN 54 REFUGEE SITUATIONS AND IN FOUR SITUATIONS WHERE UNHCR IS OPERATIONALLY INVOLVED WITH INTERNALLY DISPLACED PERSONS

INCREASED IN 26 AND **MAINTAINED** IN 6 SITUATIONS (total of 58 situations)



RESULTS AND ACTIONS

UNHCR improved the participation of women in leadership and management structures in 23 refugee situations and in 3 IDP situations, and maintained the existing level of participation in 4

refugee situations and 2 IDP situations. Women and girls' equal and meaningful participation in leadership and management structures is an integral aspect of ensuring gender equality and in addressing gender-related challenges and barriers. Through meaningful participation, women and

girls can reclaim their individual and collective agency and influence the decisions that impact all areas of their lives. Meaningful participation is also deeply intertwined with developing self-reliance within forcibly displaced communities, as it allows women and girls to participate effectively in and influence programming on prevention, mitigation and response on SGBV, child protection, livelihoods, education and health. UNHCR operations continued to encourage women's participation in leadership and management structures through community-based and participatory approaches, which included support to community outreach volunteers, training and capacity building activities, information sharing and strengthened community leadership and decision-making structures. UNHCR also continued to strengthen organizational capacity around gender equality by training staff on how to ensure gender equality integration in all projects and programmes.

OPERATIONAL HIGHLIGHTS

- ▶ In **Malaysia**, the empowerment of female leadership was an overarching priority and as part of this work 256 community representatives – of whom 60 percent were women, were trained on community leadership and management, gender and development, project management, fundraising/proposal writing and community based protection and community development. Ten community based organizations were also supported in developing organizational goals and strategies. As a result, community-based organizations (CBO) continued to make social protection programmes available to the refugee population and the number of female representatives in the supported CBOs increased significantly.
- ▶ In **South Sudan**, UNHCR and partners focused on strengthening community structures in all refugee locations and especially concentrated their efforts on strengthening female participation in sector specific community structures such as education, health, WASH, child protection, SGBV and other. UNHCR and partners built the capacity of existing members of community structures and provided induction trainings for new members on the

roles and responsibilities of committees, and the development of work plans.

- ▶ In **Uganda**, UNHCR facilitated a conference on women in leadership, which was attended by 47 refugee women and women from the host community, UNHCR and partner staff. The conference built the capacity of refugee women to unpack the barriers that prevent their empowerment and ability to demand their rights. Women's leadership positions in refugee welfare councils in Uganda has led to the increased involvement of women in planning interventions that are appropriate to address both practical and strategic gender needs. Women and girls in leadership and decision-making positions have also been involved in project monitoring and implementation and participated in inter-agency coordination meetings on a monthly basis.

MEETING KEY CHALLENGES

Women's participation in leadership and management structures continues to be hampered by negative gender stereotypes and societal norms. Such norms are often deeply entrenched and change is slow. Deep-rooted gender stereotypes are also closely related to a number of other challenges for women's meaningful participation in leadership and management structures. Operations reported high illiteracy rates and language barriers among women, time-consuming household responsibilities and limiting livelihood opportunities. Notably, negative community perceptions of women's participation in community activities hinders women's ability to take on leadership responsibility roles in their communities.

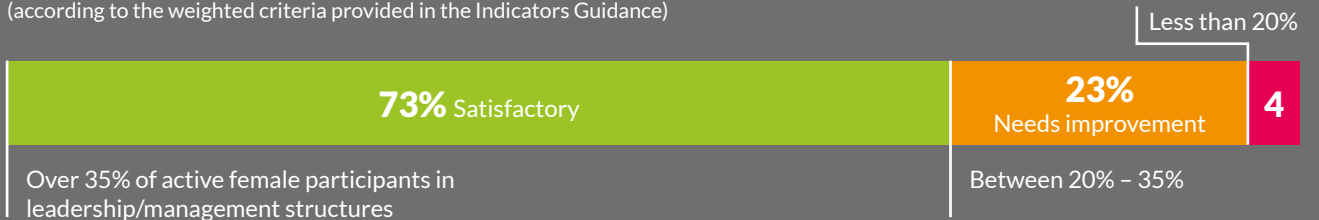
Recognizing these negative barriers, UNHCR's operations continue to promote women's participation in leadership and management through community dialogue and awareness-raising, capacity building, sensitization and advocacy activities.

GLOBAL AND REGIONAL INITIATIVES

- On 8 March 2018, UNHCR launched an updated Policy³⁸ on Age, Gender and Diversity (AGD). The updated policy is the key document that guides UNHCR’s work on gender equality and includes commitments focused on women and girls’ equal and meaningful participation in all decision-making; individual registration and documentation for women and girls; equal access and control over management and distribution of food, core-relief items and cash-based assistance; women’s and girl’s economic empowerment, equal access to quality education and health services; and prevention and response to SGBV.
- The second cohort of 25 UNHCR staff from field operations in the Americas completed a gender equality learning programme. Over a period of five months they participated in both remote and face-to-face training. Going forward they will play a key role in strengthening gender equality integration in their operational work, and will provide a functional role other colleagues on the promotion of gender equality in UNHCR work.
- UNHCR completed work on the second report in a global series documenting [promising practices on gender equality](#)³⁹. The report includes case studies from UNHCR operations in Asia. The practices range from supporting IDP women with documentation in Pakistan to accessing land rights for women in Sri Lanka. UNHCR initiated and supported a [research study on the barriers and meaningful participation of to IDP women and girls’ in humanitarian settings](#)⁴⁰. The study is based on fieldwork in Niger and South Sudan, and includes a number of recommendations to strengthen the meaningful and equal participation of internally displaced women and girls in decision-making and leadership processes.

FEMALE PARTICIPATION IN LEADERSHIP AND MANAGEMENT

(according to the weighted criteria provided in the Indicators Guidance)



³⁸ For more information see UNHCR’s Policy on Age, Gender and Diversity: <https://bit.ly/2v9hwrh>

³⁹ UN High Commissioner for Refugees (UNHCR), Learning from Experience to Enhance Gender Equality: Promising Practises in Asia, October 2017, available at www.unhcr.org/5c6d24434

⁴⁰ UN High Commissioner for Refugees (UNHCR), Tearing Down The Walls: Confronting The Barriers To Internally Displaced Women And Girls’ Participation In Humanitarian Settings, 2018, available at www.unhcr.org/5cd1a3394



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GLOBAL STRATEGIC PRIORITY

COEXISTENCE

SEEK IMPROVEMENT IN RELATIONS BETWEEN PERSONS OF CONCERN AND LOCAL COMMUNITIES IN 65 REFUGEE SITUATIONS

IMPROVEMENTS IN 26 SITUATIONS (total of 65 situations)



RESULTS AND ACTIONS

Operations reported improvement in peaceful coexistence in 26 situations. This was achieved through joint work with the states, local authorities, community leadership, coexistence committees, and others. Cultural, social and livelihood programmes for both local and displaced communities, also promoted peaceful coexistence. Increased interaction between

communities allowed for cultural exchange, as well as building bridges on needs, shared interests and values between communities. UNHCR together with partners, implemented projects that minimize the impact and presence of displaced persons on the natural resources like water, agriculture land and firewood that are shared with host communities. UNHCR coexistence efforts (with partners) focused on developing local infrastructure, the inclusion of

host communities in programmes, and training on conflict resolution for community leaders.

OPERATIONAL HIGHLIGHTS

- ▶ In **Bangladesh**, UNHCR implemented 40 'Quick Impact Projects' (QIP) to address the impact of having more than one million Rohingya refugees staying in the district of Cox's Bazar. The QIP were identified and implemented together with the local communities and had a direct impact on residents of Ukhia and Teknaf sub-district from both displaced and local communities. Over 116,000 people benefitted from the repair of public buildings, road networks, drainage systems; and improvements made to service delivery including disaster preparedness and response. Similarly, 30 host infrastructure projects were implemented to improve the facilities of local education institutions, which can also now shelter more than 28,000 people during cyclones if needed.
- ▶ In **Chad**, UNHCR invested in initiatives for peaceful coexistence through peacebuilding projects such as peace caravans, community awareness activities and peace committee meetings. In total 41 peace caravans were organized through joint committees in three areas. A forum on peaceful coexistence was organized with community representatives to discuss issues affecting both refugees and host communities. Coexistence committees worked together with traditional leaders, and as result 85 per cent of the recorded incidents of conflict between displaced and host communities were successfully resolved. Joint committee conducted 42 community outreach campaigns with some 25,000 participants to promote peaceful coexistence.
- ▶ In **Kenya** cash for shelter project which provided 1,200 safe and dignified shelter for 832 refugee households was implemented in Kalobeyi refugee camp. The project was based on an innovative approach that relies on Compound Construction Committees to provide mutual support, accountability and timely completion, while giving ownership of the construction process to refugees. UNHCR assisted refugees with opening a bank account, receiving three instalments of cash assistance and technical supervision. Refugees worked directly with local suppliers and

masons who constructed their shelters, increasing positive interactions between refugee and host communities. As a result, the project has succeeded in stimulating the local economy and encouraging peaceful co-existence.

- ▶ In **Lebanon**, UNHCR implemented 126 Solidarity initiatives reaching over 2,000 participants of different age, gender and diversity groups by creating protection space for persons with specific needs in the communities. The projects also contributed to creating youth-friendly spaces that were used as a platform to raise awareness about substance abuse, as well as a forum for adolescent girls to address communication barriers and inter-generational tension. By engaging participants to jointly identify key protection concerns for both communities, UNHCR empowered persons with specific needs to engage more robustly in community-level decision-making processes.
- ▶ In **Niger**, peaceful coexistence committees were the fora used for raising awareness and in management of disputes, including on resource sharing and access to basic social services. These committees include representatives of host populations and refugees that meet regularly to discuss issues and strategies for action. In the Tahoua region, a training course on peaceful coexistence targeted traditional leaders, religious leaders, administrative authorities, partners and the defence and security forces. In other locations, 100 sensitization sessions targeting approximately 53,870 people were organised, using participatory theatre and media productions to strengthen dialogue and to promote the culture of common interests between refugee, IDP and host communities.

MEETING KEY CHALLENGES

UNHCR's populations of concern often have limited opportunities for economic integration, whether it is due to skillsets being incompatible with the labour market, barriers to the right to work, or environmental degradation due to land used for animal grazing and agricultural activities. Their inability to secure basic needs, such as food, water, shelter and clothing, are reported as contributing factor to the increase in tensions between refugee and host communities – remains a challenge for

peaceful coexistence. UNHCR employs a number of strategies to support income generating activities to overcome this challenge, such as in **Chad** and **Cote d'Ivoire** where fishing and agriculture groups composed of refugees and host communities have been established. In economies relying significantly on agriculture and livestock, UNHCR develops agro-pastoral projects that bring communities together and provide a means of livelihoods. In addition, UNHCR supports refugees and host communities through vocational training by establishing training centers like in the **United Republic of Tanzania** or in **Chad** where learners from host communities and returnees are supported.

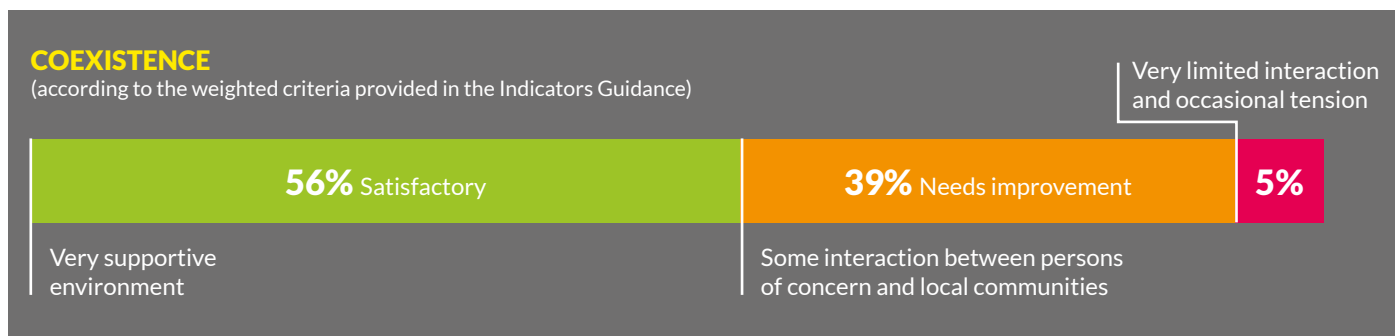
GLOBAL AND REGIONAL INITIATIVES

▶ The Youth Initiative Fund (YIF) supported 25 projects in 22 countries in 2018. Selected projects were led by refugee and host community youth groups and provided a space for youth from diverse backgrounds to work together and to make an impact in the communities they live in. A number of YIF projects such as those implemented in the Bolivarian Republic of Venezuela, Chad, Ecuador and Ethiopia, focused on promoting peaceful coexistence between refugee and host communities, within displaced communities or between religious or ethnic groups. The “Canvassing for Confidence” YIF project in Malaysia brought youth groups together unified by their passion for art to change the public perception of displaced communities and youth. Through similar projects, youth create opportunities for different social groups,

ethnicities, nationalities and communities to interact and share experiences and resources.

▶ UNHCR launched the updated [AGD Policy](#)⁴¹ which aims to “put people first” and to further enhance responsiveness and accountability to the people we serve by ensuring that their voices, perspectives and priorities are heard and acted upon. The AGD approach allows for the inclusion and equal enjoyment of rights by all persons of concern with diverse age, gender, disability, ethnicity, religion, sexual orientation, gender identity and other characteristics. A critical element of the AGD policy is ensuring that all persons participate meaningfully in the decisions that affect their lives. To support its roll out, UNHCR developed tools and guidance, collected and disseminated good practices and supported a deep dive analysis and capacity building in 5 operations.

▶ UNHCR worked on addressing some of the root causes of tension between communities, which are primarily driven by the competition over already scarce natural resources. In June 2018, UNHCR and The United Nations’ Food and Agriculture Organization (FAO), launched a handbook on “[Managing Forests in Displacement Settings](#)”⁴². The handbook aims to help restore forests in displacement-affected areas, where heavy reliance on wood fuel puts forests and woodlands in jeopardy; and is often a source of tension between the host and displaced communities. The handbook provides guidance on the use of planted and natural forests through a planning approach which is crucial for building resilience and enabling sustainable development in both displaced and host communities.



⁴¹ For more information see UNHCR’s Policy on Age, Gender and Diversity: <https://bit.ly/2v9hwrh>

⁴² UN High Commissioner for Refugees (UNHCR) and The United Nations’ Food and Agriculture Organization (FAO), *Managing Forests in Displacement Settings*, 2018, available at: <https://bit.ly/2I7RuJr>



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GLOBAL STRATEGIC PRIORITY

SELF-RELIANCE

MAINTAIN OR INCREASE THE PERCENTAGE OF PERSONS OF CONCERN WHO ARE SUPPORTED TO IMPROVE THEIR BUSINESS/SELF-EMPLOYMENT OPPORTUNITIES IN 38 OPERATIONS

IMPROVEMENTS IN 26 AND **MAINTAINED** IN 4 OPERATIONS (total of 38 operations)



RESULTS AND ACTIONS

The percentage of persons of concern self-employed or operating their own business increased in 26 operations and was maintained in four operations. In line with the GCR, UNHCR worked towards enhancing the economic inclusion, self-reliance and resilience of persons of concern by building on their capacities and skills to contribute to the development

of their hosting economies. Through leveraging partnerships with a variety of stakeholders including government line ministries, the private sector, international financial institutions and humanitarian and development organisations, UNHCR prioritized the inclusion of persons of concern into existing national development and poverty alleviation programmes, financial systems and labour markets and through advocacy and facilitation efforts. In

cases where UNHCR directly implemented livelihood interventions to either fill a gap in services or to demonstrate scalable models, a market-systems approach⁴³ was utilized to assist persons of concern towards sustainable employment opportunities.

OPERATIONAL HIGHLIGHTS

- ▶ In **Brazil, Kenya and Niger**, UNHCR completed a market and value chain analyses in collaboration with the ILO⁴⁴. Findings from these reports form the basis for the development of market-based country strategies and value chain development projects to promote livelihoods, economic inclusion and long-term employment opportunities for refugees and host communities, while also fostering economic development in hosting economies.
- ▶ In partnership with FAO, joint proposals were developed in **Ethiopia, Uganda and Kenya** to expand agriculture-related activities for refugees. Discussions were also initiated with multilateral agencies, private sector entities and research institutions in **Kenya** to establish a community to share best practices and lessons learnt in agriculture in displacement contexts.
- ▶ UNHCR increased the engagement of local financial service providers through advocacy and awareness-raising workshops, resulting in the enhanced recognition of the refugee population as a viable target segment for financial services. Microfinance Institutions (MFIs) in **Lebanon and Jordan** are now serving more than 12,000 refugee clients with individual and group loans, while MFIs in **Tunisia and Morocco** are introducing pilot lending schemes for refugee entrepreneurs. Whenever possible, the distribution of CBIs is leveraged to enhance access to financial inclusion for persons of concern, through the use of bank accounts where CBIs are received. Utilizing

the 10-point multi-stakeholder action plan on the hiring of refugees⁴⁵ jointly developed with Organization for Economic Co-operation and Development (OECD), UNHCR convened a range of stakeholders to locally launch the plan and to engage in dialogue on its implementation in **Malta, Bulgaria, Hungary and Belgium**.

- ▶ In **Rwanda**, Worldremit and Useremit introduced alternative remittance services that will allow refugees in the camps to cash out through mobile money, or their bank accounts.
- ▶ Expanding access to opportunities in digital technology, UNHCR together with UNCDF and partner NGOs worked with mobile networks and digital payment providers in **Uganda and Zambia** to facilitate a refugee's access to mobile money and mobile-based financial services, at the same time allowing for the digitization of CBIs resulting in lower costs for the delivery of assistance.

MEETING KEY CHALLENGES

While UNHCR made progress expanding inclusion and promoting refugees' right to work through multi-stakeholder efforts, a range of legal, policy and administrative barriers continue to impede access to sustainable employment for persons of concern. To mitigate challenges related to high unemployment and poverty rates in hosting countries, UNHCR continued to advocate with governments for the legal work rights of refugees, and worked with a variety of partners to collect evidence and examples on how refugees are positively contributing to their hosting economies. An example of this is the UNHCR-International Finance Corporation's (IFC) joint side-event titled "Mobilizing the Private Sector in Refugee-Hosting Markets" which was hosted at the 69th Session of the High Commissioner's Executive Committee in October 2018. In addition to providing a platform to reflect on the lessons

⁴³ UN High Commissioner for Refugees (UNHCR) and International Labour Organization (ILO), Market-based livelihoods interventions for refugees, 2017, available at: <http://www.unhcr.org/594b7d7f7.pdf>. See also SEEP Network, "Minimum Economic Recovery Standards (MERS), 2017, available from <http://www.mershandbook.org/MERS-Handbook>.

⁴⁴ For more information see International Labour Organization: Markey Systems analysis: <https://bit.ly/2wvgnEJ>.

⁴⁵ UN High Commissioner for Refugees (UNHCR): Engaging With Employers In The Hiring Of Refugees, available at: <https://www.unhcr.org/5adde9904>.

learned from the “Kakuma as a Market Place” study⁴⁶, the side-event was also an opportunity to expand UNHCR’s engagement with other private sector actors and to facilitate their dialogue with governments on regulation, strategies for de-risking investments in fragile contexts, and to foster an enabling environment for private sector support to refugees and host communities and best practices in public-private collaborations. As another example, UNHCR and the World Bank launched a Joint Data Center on Forced Displacement (JDC) to support data collection efforts on household-level socio-economic information, and to enhance the ability of stakeholders to make timely and evidence-informed decisions regarding how refugees can contribute to their hosting contexts given their skills and backgrounds.

GLOBAL AND REGIONAL INITIATIVES

- ▶ UNHCR expanded the global multi-stakeholder initiative, MADE51 (Market Access, Design and Empowerment of refugee artisans)⁴⁷, to link refugee artisans with international markets. UNHCR, in partnership with local social enterprises and over 1,000 refugee artisans, developed refugee-made product lines in 11 countries⁴⁸. These products were marketed and showcased at the *Maison et Objet* trade show in Paris and the *Ambiente* trade show in Frankfurt, which gained the interest of over 200 potential buyers.
- ▶ UNHCR and the United Nations Capital Development Fund (UNCDF) launched a technical assistance facility supporting financial service providers operating in developing countries to strengthen their capacity to reach refugees and host communities. The facility extends grants,

loans and technical assistance including remittance services, mobile money operators, mobile network operators and aggregators. The facility is targeting eight countries⁴⁹ in Sub-Saharan Africa, with potential to expand in future years.

- ▶ Building on pilot programmes of the Graduation Approach (GA)⁵⁰ launched with NGO partner Trickle Up in 8 countries from 2014-2017, UNHCR began convening a consortium of ten organizations⁵¹ to continue scaling-up poverty alleviation programmes for refugees in 2018. In managing the coordination and facilitation of this consortium together with the Partnership for Economic Inclusion (PEI), UNHCR seeks to include refugees and host community members into GA programmes of the ten NGOs, through joint programme development and fundraising.
- ▶ UNHCR and the Swedish International Development Agency (SIDA) continued to make progress towards the roll-out of the [credit guarantee facility](#)⁵² through Credit Grameen Agricole. Recognizing the centrality of access to financial services for the economic inclusion of persons of concern, SIDA will cover 50 per cent of the default in the case of loan write-offs, thereby reducing the risk for financial service providers when providing loans to refugees. Local microfinance institutions were selected as partners in **Jordan** and **Uganda**, and preparations are ongoing to initiate lending to refugees. In addition, market assessments were also conducted through the consulting firm Microfinanza to inform the microfinance institutions on how to tailor their services to the needs and challenges of refugees.
- ▶ UNHCR collaborated with The United Nations Conference on Trade and Development (UNCTAD) and IOM to develop a Policy Guide on

⁴⁶ International Finance Corporation, Kakuma as a Marketplace: A consumer and market study of a refugee camp and town in northwest Kenya, available at: <https://bit.ly/2KJBRcN>.

⁴⁷ For more information on Market Access, Design and Empowerment of Refugee Artisans see made51.org.

⁴⁸ Rwanda, Burkina Faso, Thailand, the United Republic of Tanzania, Kenya, Pakistan, Afghanistan, Malaysia, Lebanon, Egypt, Jordan

⁴⁹ Cameroon, Chad, the Democratic Republic of the Congo, Ethiopia, Kenya, Rwanda, Uganda, Zambia

⁵⁰ For more information see Graduation into sustainable livelihoods: <https://bit.ly/2HJaOQ6>.

⁵¹ BOMA, BRAC, Concern Worldwide, GOAL, HIAS, Mercy Corps, Trickle Up, Village Enterprise, World Vision, and Partnership for Economic Inclusion. The different roles envisioned for these organizations can be in the following areas: implementation of Graduation Approach programmes, provision of technical support, engagement in monitoring, coordination, and fundraising activities, among others.

⁵² See <https://bit.ly/2JSDo47>

Entrepreneurship for Migrants and Refugees⁵³ which provides recommendations on policies and programmes that can be adopted by governments and other stakeholders to support entrepreneurial activities benefiting refugees and migrants.

SELF-RELIENCE (according to the weighted criteria provided in the Indicators Guidance)		
59% Satisfactory	22% Needs improvement	19% Unsatisfactory
≥33% of persons of concern (18-59 yrs) with own business/self-employed for more than 12 months	Between 32% - 11%	≤10% of persons of concern (18-59 yrs) with own business/self-employed for more than 12 months

⁵³ The United Nations Conference on Trade and Development (UNCTAD), Policy guide on Entrepreneurship for Migrants and Refugees, 2018, available at: <https://bit.ly/2Sivge0>.



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GLOBAL STRATEGIC PRIORITY

EDUCATION

SEEK IMPROVED ENROLMENT RATE OF PRIMARY SCHOOL-AGED CHILDREN IN 95 REFUGEE SITUATIONS

INCREASED IN 57 AND **MAINTAINED** IN 6 SITUATIONS (total of 95 situations)



RESULTS AND ACTIONS

Enrolment rates of primary school-aged children increased in 57 out of 95 refugee situations and were maintained in six situations. Globally, the enrolment rates of primary school-aged refugee children improved, with the percentage enrolled rising to 61 per cent. UNHCR facilitated this improvement

through the recruitment and training of teachers, the construction and rehabilitation of classrooms and the payment of school fees and allowances to refugee children to allow them to enrol and remain in primary school throughout the year. UNHCR continued to support the inclusion of refugees in national education systems in the context of the Comprehensive Refugee Response Framework.

OPERATIONAL HIGHLIGHTS

- ▶ In the **Islamic Republic of Iran**, UNHCR advocated with the government for the inclusion of Afghan refugees into national education system – regardless of their legal status. As a result, a total of around 420,000 refugees and undocumented children were enrolled in primary and secondary education in the 2017-2018 academic school year. Out of that number, some 103,000 undocumented Afghan children are currently enrolled in school.
- ▶ In **Kenya**, UNHCR focused on the promotion of extra-curricular activities in Dadaab. Twenty two schools participated in inter-camp sports activities that promoted holistic learning, talent realization, improved self-esteem and provided opportunities for social interaction. Some 100 girls in Dadaab participated in a mentorship program where they gained knowledge on girls education, hygiene, child rights, safety skills, and in activities to support their decision-making abilities and to boost self-confidence.
- ▶ In **Pakistan**, UNHCR focused on the inclusion of marginalized girls to access education. Twenty Home-Based Girls Centres (HBGCs) in four refugee villages in Baluchistan provided alternative education options for 459 girls who would otherwise have not had the opportunity to learn. These community supported interventions have resulted in more accepting community attitudes regarding the importance of girls' education in remote and conservative refugee communities in Baluchistan. UNHCR, in their role as chair of the [Accelerated Education Working Group \(AEWG\)](#)⁵⁴, and in collaboration with UNICEF and [Japan International Cooperation Agency \(JICA\)](#)⁵⁵ led four accelerated education (AE) workshops with 197 participants in four provinces. The main outcomes included the development of AE provincial and advocacy action plans to be included in the Education Sector Plan (ESP) in each Province as a key strategy for out of school children and non-formal education response.
- ▶ In **Syria**, despite the ongoing conflict and the challenging operational conditions, UNHCR promoted the importance of education for 107,440 IDP students and 1,335 refugee students – who were provided with information and counselling on education and school registration procedures through campaigns in community centres, awareness sessions and hotlines.
- ▶ In **Uganda**, UNHCR continued to support the development and piloting of innovations within schools, classrooms and communities to increase access to education. Among these is the use of the “double shift school system” in selected Primary Schools in Lamwo, Arua and Yumbe Districts in West Nile. This system is more efficient in terms of utilizing existing infrastructure, and reducing the extraordinarily high pupil teacher ratios that negatively impacts quality education. The Ministry of Education and Sports (MoES) is currently developing guidelines for school-level adaptation of double shifting, in order to support schools and communities with quality education and learning under these alternative approaches. UNHCR as chair of the Accelerated Education Working Group (AEWG), in collaboration with the MoES, Norwegian Refugee Council (NRC) and Save the Children International (SCI), held three AE workshops. The workshops developed the National Accelerated Education Guidelines and have been presented to the MoES for approval and inclusion in the new Special Needs and Inclusive Education Policy, which is currently in draft form.

MEETING KEY CHALLENGES

The number of refugee children and youth enrolled in education activities still falls well below national standards. In 2018, there were four million refugee children out of school, and with increasing displacement, this number is expected to rise in the future. UNHCR is tackling this challenge through the principal strategy to work with States to include refugee children and youth in national systems; and by working closely with government and other partners to strengthen systems so that they meet the needs of displaced populations.

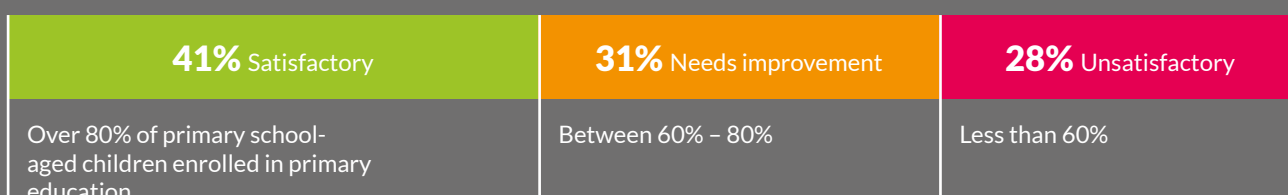
⁵⁴ For more information see UNHCR Accelerated Education see www.unhcr.org/accelerated-education-working-group.html

⁵⁵ For more information see [Japan International Cooperation Agency \(JICA\): www.jica.go.jp](http://Japan International Cooperation Agency (JICA): www.jica.go.jp)

GLOBAL AND REGIONAL INITIATIVES

- In the East Horn and Great Lakes region, UNHCR developed two documents on the status of inclusion of refugees in national education systems and on post-secondary education in the Intergovernmental Authority on Development (IGAD) member states, and this informed discussions in the technical and ministerial meetings in 2018, in line with the Djibouti declaration⁵⁶. Further to this, IGAD member states in the Addis Ababa Call for Action, re-committed to include refugees in national education systems by 2020.
- In 2018, the Albert Einstein German Academic Refugee Initiative (DAFI)⁵⁷ scholarship programme supported a total of 6,764 refugee young people to access higher education in their countries of asylum, 41 per cent being female students. With the new enrolment of 1,134 students in 2018, the number of refugee students supported through the programme is over 15,500 since its commencement in 1992. In addition, through members of the Connected Learning in Crisis Consortium, over 3,500 refugee and host community students have benefitted from accredited blended learning programmes in 12 countries.
- UNHCR continues to lead the AEWG globally, an inter-agency network made up of education partners supporting and/or funding AEPs. The working group aims to harmonise and standardise the quality of AEPs. Examples of developed tools are the [10 Principles for Effective Practice](#)⁵⁸, [Guide to the Principles](#)⁵⁹ and [Learning Agenda](#)⁶⁰. Particular successes have been: in Liberia, an action plan has been developed around specific AE teacher training and the dissemination of the 10 Principles has been shared with the Ministry of Education (MoE); in Mali a National Strategy for Accelerated Education is under development; in Nigeria an AE action plan is being developed to unify curriculum and harmonise programming at the national and state level, and in Uganda the MoE, AEWG and partners in country developed National AE Guidelines.

EDUCATION (according to the weighted criteria provided in the Indicators Guidance)



⁵⁶ For more information see <https://bit.ly/2E2we5Y>

⁵⁷ For more information see Albert Einstein German Academic Refugee Initiative: www.unhcr.org/dafi-scholarships.html

⁵⁸ For more information see Accelerated Education: 10 Principles for Effective Practice: <https://bit.ly/2HUTJTt>

⁵⁹ Accelerated Education Group, Guide to the Accelerated Education Principles, October 2018, available at: <https://bit.ly/2W4NTTg>

⁶⁰ Accelerated Education Group, Learning Agenda, 2017, available at: <https://bit.ly/2VU7tTf>



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GLOBAL STRATEGIC PRIORITY

VOLUNTARY RETURN AND REINTEGRATION

SUPPORT REFUGEES TO RETURN VOLUNTARILY, AND IN SAFETY AND DIGNITY, IN 40 SITUATIONS WHERE CONDITIONS PERMIT

SOME 593,800 REFUGEES RETURNED VOLUNTARILY

RESULTS AND ACTIONS

UNHCR supported refugees to return voluntarily, in safety and dignity in 40 situations where conditions permitted. An estimated 593,800 individuals returned during the year to countries including Afghanistan, Burundi, Chad, Cote d’Ivoire, Rwanda and Somalia with some of these returns being self-organised, and others constituting facilitated voluntary repatriation by UNHCR. UNHCR engaged with refugees on their intentions regarding return, providing counselling and information on the

conditions in their location of origin, coordination with countries of asylum and countries of origin on the provision of guarantee underpinning safety and dignity in return; and engagement with other key stakeholders working on addressing the obstacles to potential return. In 2018, cash assistance was a crucial part of UNHCR’s programmes in voluntary repatriation scenarios providing a safety net for families while they seek to access to national welfare systems or other forms of national support.

RESULTS AND ACTIONS

Returnees were supported in 11 situations to reintegrate in a sustainable manner. UNHCR collaborated with a number of partners towards making reintegration more sustainable. For example, in Afghanistan, a joint UNHCR/World Bank report on the living conditions and settlement decisions of recent Afghan returnees was undertaken to better understand the factors that influenced return and to enhance the development of reintegration and livelihood projects. In Myanmar, support was provided to local civil society organisations for better provision of services and access to housing, land and property rights for refugee returnees through partners such as Danish Church Aid and the NRC. In Burundi, a joint multi-year programme with UNHCR, UNDP, UNFPA and FAO supports local capacities for cross-border monitoring and access to justice, security and social services for returnees and local communities along with livelihoods opportunities.

OPERATIONAL HIGHLIGHTS

- ▶ UNHCR facilitated the return of 15,699 **Afghan** refugees from **Pakistan**. In the context of ongoing insecurity and limited absorption capacity in Afghanistan, UNHCR is not promoting refugee returns but, in accordance with its mandate and within the framework of the Solutions Strategy for Afghan Refugees (SSAR), the Office assists those who voluntarily choose to return, including through provision of cash grants
- ▶ UNHCR in partnership with IOM assisted over 2,700 returnees and host communities with seed kits, poultry start-up kits, and construction of gardens and boreholes in **Mozambique**. During the year, over 6,000 refugees returned from **Malawi**.

- ▶ UNHCR facilitated the return of 1,759 Sudanese refugees from **Chad** as well as 4,815 Chadian refugees returning from **Sudan**. Chad, Sudan and UNHCR signed Tripartite Voluntary Repatriation Agreements in 2017, and have since worked closely together to mobilize resources and logistical support to ensure the safe and dignified return of refugees. As part of the voluntary repatriation operations, UNHCR carried out information campaigns to allow refugees to make informed decisions regarding their return, and to have their concerns addressed.
- ▶ UNHCR published its [fifth regional survey on Syrian refugees' perceptions and intentions on return to Syria](#)⁶¹. The survey analyses Syrian refugees' plans for the future, their perspectives about returning to Syria, and seeks to better understand the attainability of solutions to forced displacement from Syria. The survey found that the majority of Syrian refugees hope to return home, but that many do not expect to return in 2019, given their continuing concerns with respect to shelter, basic services, livelihoods and security.

MEETING KEY CHALLENGES

Voluntary repatriation continues to be constrained by a number of factors in countries of origin, most notably by new and on-going conflicts and volatile security situations. Several voluntary repatriation programmes faced obstacles due to security constraints, the absence of adequate legal frameworks in place for the repatriation, lengthy and costly administrative procedures related to screening of repatriation candidates and the issuance of civil documentation such as birth certificates. To address obstacles to return, UNHCR engages with partners to establish the legal frameworks necessary to underpin voluntary repatriation. For example in Myanmar, UNHCR, the UNDP and the Government of Myanmar

⁶¹ UN High Commissioner for Refugees (UNHCR), Fifth Regional Survey On Syrian Refugees' Perceptions And Intentions On Return To Syria, March 2019, available at: <https://bit.ly/2HK6rV4>

signed a tripartite memorandum of understanding that aims to support Myanmar in creating the conditions conducive to the safe, voluntary, dignified and sustainable repatriation of Rohingya refugees to their places of origin or of their choosing in the future.

Once refugees have crossed the border and returned to their home country, they often still face a number of challenges to restart their lives. In 2018, many faced difficulties with obtaining civil documents and a lack of livelihoods opportunities; destroyed or occupied housing, land and property; and inaccessible basic services. Limited absorption capacity and destroyed or damaged infrastructure posed further challenges to their sustainable reintegration. To address such obstacles and to respond to the longer-term needs of returnees requires collaborative efforts from different stakeholders. UNHCR has increasingly engaged in partnerships with development actors, national, and municipal authorities and advocated for the inclusion of returnees into national development plans and long-term development projects. An example of such a collaboration can be seen in Afghanistan, where UNHCR has engaged in partnerships with UNDP, FAO, WFP, WB, GIZ and government authorities to promote the inclusion of returnees and IDPs into national priority programmes.

GLOBAL AND REGIONAL INITIATIVES

- ▶ On 17 December 2018, the United Nations General Assembly affirmed the Global Compact on Refugees (GCR). One of the four key objectives of the GCR is to support conditions in countries of origin to ensure a safe and dignified return. To achieve this objective, States and stakeholders have committed themselves to support countries of origin, to address root causes, to remove obstacles to return, and to enable conditions favourable to voluntary repatriation. In addition, States and stakeholders will support countries of origin to receive and reintegrate returnees through direct
- ▶ repatriation support, and through the contribution of resources and expertise within development, livelihood and economic opportunities, and on housing, land and property issues.
- ▶ The African Union (AU) Assembly adopted a decision declaring 2019 as “the year of refugees, returnees and internally displaced persons” in the context of the 50th anniversary of the 1969 Organization of African Unity (OAU) Convention Governing the Specific Aspects on Refugee Problems in Africa. The AU and UNHCR co-organized a roundtable conference aimed at tackling root causes of forced displacement in Africa and achieving durable solutions. Throughout 2019, six consultative meetings will take place across the continent, focusing on themes including the ratification of the Kampala Convention, the role of parliamentarians in displacement situations, the supervision and monitoring of the 1969 OAU Convention, as well as solidarity and responsibility-sharing, protection, sensitive responses to mixed movements, and ending statelessness in Africa. UNHCR is supporting these events and the theme of the year.
- ▶ In **Somalia**, efforts continued to create an enabling environment for the safe, sustainable and voluntary return and reintegration of Somali refugees as part of a comprehensive refugee response, and in line with the objectives of the Nairobi Declaration on Durable Solutions for Somali Refugees and Reintegration of Returnees in Somalia. The Intergovernmental Authority on Development (IGAD) was instrumental in this regard. In 2018, more than 87,500 refugees returned to Somalia.



GLOBAL STRATEGIC PRIORITY

LOCAL INTEGRATION

SUPPORT LOCAL INTEGRATION IN 42 REFUGEE SITUATIONS WHERE CONDITIONS PERMIT

IMPROVEMENTS IN 31 SITUATIONS (total of 42 situations)



RESULTS AND ACTIONS

Throughout the year, UNHCR engaged with a wide range of actors from national governments, local authorities, civil society and the private sector to strengthen the local integration of persons of concern. Efforts focused on the different dimensions of integration, such as the inclusion of refugees into labour markets, and allowing them to actively contribute to the local economies in their country

of asylum. Through several initiatives, UNHCR connected job-seeking refugees with employers and organisations interested in providing job skills, as well as municipalities, human resources service providers, civil society and employment centres. UNHCR also supported authorities and development partners in identifying and implementing local integration strategies for persons of concern to ensure that integration programming took into account the needs of both persons of concern and host communities.

Some of the technical support provided by UNHCR included enhancing the coordination capacities of national authorities to ensure a harmonized approach within different sectorial departments involved in refugee integration. UNHCR also provided technical support for law and policy changes by states which aim to advance local integration, and assisted states in defining processes for naturalisation and other residence options to refugees.

OPERATIONAL HIGHLIGHTS

- ▶ Local governments in **Argentina, Uruguay and Chile** signed the [cities #withrefugees](#)⁶² campaign and worked towards strengthening the local integration of persons of concern, through the provision of access to social protection schemes on the same level of nationals with regards to housing, food and subsidies.
- ▶ **Guinea-Bissau** approved the eligibility for citizenship for Senegalese refugees who have lived for many years in the country. The Government reduced the administrative fees by 80 per cent, facilitating greater access to the naturalization process, and UNHCR supported the process which will ensure identification cards for some 7,000 Senegalese refugees.,
- ▶ In **Liberia**, local integration was pursued for Ivorian refugees who chose to remain in their country of asylum. Programmes focusing on naturalization procedures, land acquisition, social cohesion, employment opportunities and the provision of basic social services in communities are already underway to prepare for the integration of some 8,000 refugees.

MEETING KEY CHALLENGES

The main challenges to local integration include limited access to labour markets; the lack of recognition of previous qualifications; access to language courses; access to housing; the impact of xenophobia and negative public attitudes. Securing durable legal integration by obtaining permanent

residency or nationality also remains challenging in some countries that have formal mechanisms allowing for this, due to complicated, lengthy or costly procedures.

UNHCR continues to advocate for the development of legal and policy frameworks that facilitate access to durable residence status in countries of asylum. To promote the successful integration of refugees into communities, UNHCR has engaged with a wide range of actors from national governments, local authorities, development partners, civil society and the private sector. Partnerships with actors such as the ILO and OECD aim to strengthen access for persons of concern to work, and UNHCR collaborated with UNCTAD and IOM on the development of a policy guide on entrepreneurship for refugees and migrants. The GCR has provided opportunities to support local communities, ease pressure on host communities, build resilience and self-reliance and find solutions. By affirming the GCR, States and stakeholders have committed to supporting host countries in addressing key challenges to successful local integration in a manner that takes into account the needs of both refugees and host communities. This includes providing assistance to host countries in developing strategic, legal and institutional frameworks for local integration and local solutions and supporting programmes fostering respect and good relations between refugees and host communities. Moreover, support will be provided to strengthen the capacity of relevant actors to address current challenges of the local integration process (e.g. documentation issues, facilitation of language and vocational training).

GLOBAL AND REGIONAL INITIATIVES

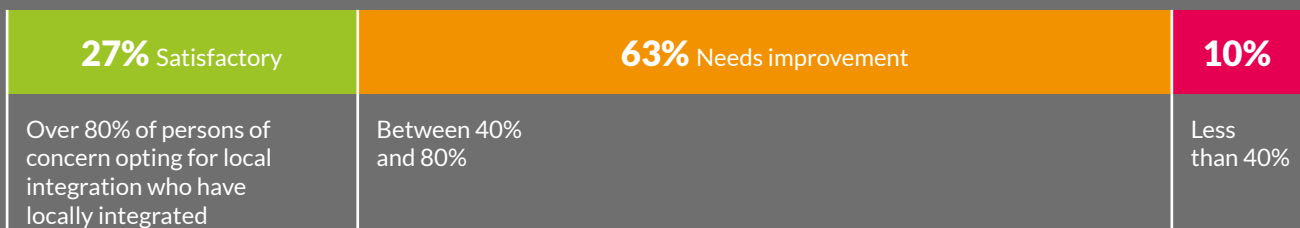
- ▶ On 17 December 2018, the United Nations General Assembly affirmed the Global Compact on Refugees (GCR). By doing so, UN member states committed to operationalize the principle of burden-and responsibility-sharing by contributing resources and expertise to support countries opting to provide local integration among other key solutions.

⁶² For more information see the UNHCR #WithRefugees campaign: www.unhcr.org/withrefugees/cities/

▶ In the Americas, the “cities of solidarity” concept, applied in the region for some 14 years, recognizes the central role of cities in welcoming refugees, enabling them to enjoy social, economic and cultural rights, and facilitating their inclusion in national systems. In 2018, a methodology was developed for cities to conduct self-assessments of local integration and establish communities of practice.

▶ The High Commissioner’s Dialogue on Protection Challenges in 2018 focused on the protection and assistance of refugees, the internally displaced and stateless persons in urban settings, with a particular focus on the role of cities in protecting and integrating persons of concern. The Dialogue underlined the growing role of cities and local authorities in providing safety and services for displaced people, providing emergency assistance to persons in need, and enabling communities to welcome and support them.

LOCAL INTEGRATION (according to the weighted criteria provided in the Indicators Guidance)





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GLOBAL STRATEGIC PRIORITY

RESETTLEMENT

SEEK TO MAINTAIN OR INCREASE THE PERCENTAGE OF PEOPLE SUBMITTED FOR RESETTLEMENT AMONG THOSE IDENTIFIED IN NEED OF RESETTLEMENT, THEREBY SUPPORTING SOLUTIONS IN 74 SITUATIONS

MORE THAN 81,300 REFUGEES WERE SUBMITTED FOR RESETTLEMENT

UNHCR submitted 81,300 refugees for resettlement, an 8 per cent increase compared to 2017. In close cooperation with the IOM, UNHCR assisted 55,700 refugees to depart to a resettlement country, a 14 per cent drop compared with the previous year. Syrian refugees continued to be the largest refugee group benefitting from resettlement in 2018, with UNHCR submitting 28,200 Syrians for resettlement, a 24 per cent decrease from 2017. The Democratic Republic of the Congo was the country of origin of the second highest number of refugees submitted for resettlement, with UNHCR submitting 21,800 Congolese refugees for resettlement, mainly to the United States of America. The USA remained the main receiving country for UNHCR refugee referrals in 2018, with 29,000 referrals (36 per cent), followed by Canada (14,300), the United Kingdom (6,300), Sweden (5,000) and France (4,900). Resettlement remains a precious durable solution that has helped millions of refugees to rebuild their lives in safety.

OPERATIONAL HIGHLIGHTS

- As a result of the High Commissioner's call for 40,000 resettlement places for refugees at risk in 15 countries on the Central Mediterranean route, several UNHCR operations significantly increased their resettlement activities throughout 2018. A total of 2,490 individuals were evacuated from detention centres in **Libya**, mostly through the Emergency Transit Mechanism to **Niger**, where 2,351 refugees were further processed for onward resettlement. **Cameroon** and **Chad** were able to increase resettlement submissions in 2018 by 390 per cent and 122 per cent, respectively, compared to 2017.
- Among refugee-hosting countries which have implemented a CRRF, in 2018 **Uganda** was able to submit almost double the number of refugees for resettlement (5,478) compared to 2017 (2,818) through efforts to rapidly deploy additional human

resources, build operational capacity, and scale-up processing.

- ▶ **Turkey** continued to be the largest resettlement operation globally: resettlement was used as a tangible mechanism of international solidarity, in view of the fact that Turkey has been managing a disproportionate share of the global responsibility for refugee protection. Resettlement was moreover a critical protection tool for over 16,000 refugees submitted to 19 different resettlement States. Resettlement submissions made under the primary category of Children and Adolescents at Risk, for example, increased from 8 per cent in 2017 to 13 per cent in 2018. In 2018, resettlement submissions from Turkey also increased in diversity, with a higher proportion of refugees originating from a broader range of different countries.
- ▶ UNHCR and OECD released a joint [report on the use of complementary pathways](#)⁶³, including family reunification, education and employment pathways for the admission of refugees to third countries. The report focused on first entry permits granted to nationals from five countries: Afghanistan, Eritrea, Iraq, Somalia and Syria from 2010 to 2017, and concluded that despite the numerous barriers refugees face in accessing complementary pathways, such pathways, by sheer magnitude of the numbers of persons who benefit from them, constitute a significant tool to help refugees access protection and solutions in third countries.

MEETING KEY CHALLENGES

Resettlement opportunities made available for refugees during the reporting period represented only 7 per cent of global resettlement needs estimated at 1.2 million in 2018, leaving the overwhelming majority of the needs unmet. Furthermore, restrictive admission criteria applied by some States in relation to refugees profile or integration potential, impacted UNHCR's ability to submit some of the most vulnerable cases. Resettlement also continued to face external

pressures stemming from a heightened climate of national security and the desire of states to use resettlement to respond to migration challenges. Within this context, UNHCR continued to advocate for increased, flexible and protection-centered quotas from a more diverse group of states to address cases most at risk, and for resettlement to strategically complement national and regional protection and solutions strategies.

Furthermore, the slow path of departures compared to the number of UNHCR submissions put additional pressure on UNHCR operations globally, where increasing resources and time had to be invested in managing refugees' expectations as well as in ensuring safe temporary accommodation for urgent protection cases until their departure to resettlement countries.

GLOBAL AND REGIONAL INITIATIVES

- ▶ The Global Compact on Refugees foresees the development of a 3-year strategy (2019-2021) on resettlement and complementary pathways as part of global efforts to promote durable solutions and to enhance responsibility-sharing. To deliver on this important commitment that aims to expand the pool of resettlement places and to increase access to complementary pathways for refugees, UNHCR has embarked on a consultative process involving States, NGOs and a wide range of partners to develop the strategy, which will be completed by mid-2019.
- ▶ UNHCR built and maintained partnerships through the [Annual Tripartite Consultations on Resettlement](#)⁶⁴ (ATCR) and its Working Group. Furthermore, UNHCR strengthened partnerships with non-traditional actors to expand resettlement, engaging, such as with academia and the private sector. An example of this was the establishment of a new working group in February 2018 on new partnerships in resettlement, which considered the engagement of communities and citizens in community-based sponsorship programmes.

⁶³ OECD-UNHCR Study on third country solutions for refugees: family reunification, study programmes and labour mobility, December 2018, available at: <https://bit.ly/2KdL6VO>

⁶⁴ For information see Annual Tripartite Consultations on Resettlement: <https://bit.ly/2W4Wlwh>

- UNHCR engaged in a number of strategic partnerships aiming to expand resettlement opportunities for refugees. For example, UNHCR maintained its involvement in the [Global Refugee Sponsorship Initiative \(GRSI\)](#)⁶⁵, supporting community-based sponsorship programmes in Germany, Ireland and Spain. UNHCR also continued to actively engage in the European Union Action on Facilitating Resettlement and Refugee Admission through New Knowledge (EU-FRANK) project, which aims to build the capacity of European States who are new to resettlement.

- UNHCR and IOM’s work on [Emerging Resettlement Countries Joint Support Mechanism \(ERCM\)](#)⁶⁶ supported countries such as Argentina, Brazil and Chile to realize their commitments to build resettlement and community sponsorship programmes. As a result of an evaluation of the programme in 2018, focus shifted on increasing awareness and knowledge of State processes and timeframes.

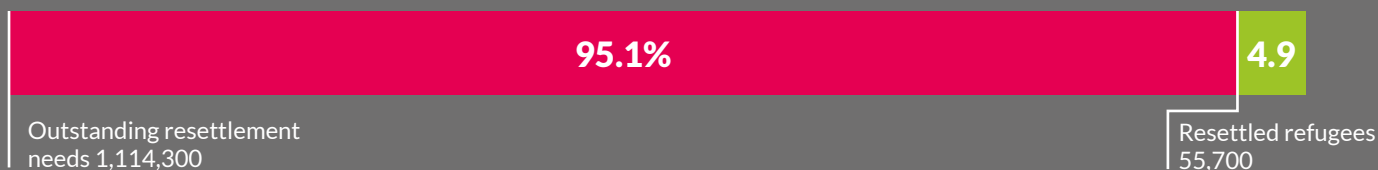
- Since its launch in mid-2017, UNHCR’s Resettlement Data Portal has provided up-to-date resettlement data and real-time visibility on resettlement activities. The Portal is a flagship UNHCR data repository and has been accessed more than 150,000 times.

- In addition to resettlement, UNHCR has been engaging in a number of strategic partnerships to support the expansion of complementary pathways for the admission of refugees. For example, UNHCR pursued its partnership with the NGO [Talent beyond boundaries \(TBB\)](#)⁶⁷, which helped open up employment opportunities for

refugees in third countries, with the first ones arriving in Canada and Australia recently. By the end of 2018, some 12,000 people and over 200 professions were registered in the TBB refugee talent database in the Middle East and North Africa region. UNHCR also provided guidance to the Irish refugee protection programme’s “Humanitarian admission programme 2” (IHAP) and to Sweden on family reunification. The Office also supported the Government of Japan’s initiative for the future of Syrian refugees (JISR) to allow 30 refugees to complete masters degrees.

- [Core and Contact Groups](#)⁶⁸ established through the agreement of resettlement States and UNHCR are based on a joint assessment of the need for a coordinated, multi-annual approach to resettlement. There are six Core and Contact Groups chaired by resettlement countries and each is very beneficial in advancing refugees’ resettlement needs. The Central Mediterranean Core Group, which was established at the end of 2017, had five meetings in 2018, and made significant efforts to advocate for increasing resettlement places in countries along the Central Mediterranean route. Through field visits and an adjudicators meeting, it played an important role in serving as a community of practice for innovative resettlement processing-modalities. The Syria Core Group had several meetings, webinars and field visits in 2018. The work plan that was adopted in the group is based on three main pillars: evidencing the strategic use of resettlement to ensure a maximum protection impact, expansion of complementary pathways with focus on family reunification and increased sharing of technical expertise among resettlement countries.

RESETTLEMENT



⁶⁵ For more information see Global Refugee Sponsorship Initiative: <http://refugeesponsorship.org/>

⁶⁶ For more information see Emerging Resettlement Countries Joint Support Mechanism: reporting.unhcr.org/node/15495

⁶⁷ For more information see Talent Beyond Boundaries: <https://talentbeyondboundaries.org/>

⁶⁸ For more information see Core and Contact Groups: www.unhcr.org/core-and-contact-groups.html

2018 PROGRESS AT A GLANCE

SUPPORT AND MANAGEMENT GSPS

FINANCIAL MANAGEMENT

- ▶ UNHCR upgraded its enterprise resource planning system, adopting industry best practice and standards, and improving overall effectiveness.
- ▶ UNHCR further strengthened its financial management capacity by issuing new guidance, tools and advanced learning opportunities.
- ▶ UNHCR began publishing data through the International Aid Transparency Initiative (IATI)

INTERNATIONAL PROTECTION

- ▶ UNHCR provided expert advice and support, issued authoritative legal guidance, cooperated with the judiciary and the legal community, and provided tailored advice and comments on legislation and policy on international protection, statelessness and durable solutions.
- ▶ The adoption of the Global Compact on Refugees (GCR, affirmed by the UNGA Resolution n. 73/51 of 17 December 2018) introduced a framework for fair and predictable arrangements for burden- and responsibility-sharing, recognizing that a sustainable solution to refugee situations cannot be achieved without international cooperation.

PROTECTION AND SOLUTIONS

- ▶ UNHCR engaged with the United Nations (UN) human rights machinery to advocate greater respect for all people of its concern, including through individual complaint procedures and treaty-monitoring bodies. Recommendations from human rights treaty-bodies affected a broad range of forced displacement and statelessness issues.
- ▶ To expand pathways to solutions through new partnership arrangements, UNHCR sought to engage a wide range of States and other actors in 2018. The engagement of development actors was particularly key in promoting solutions that build on local economies and include host communities, many of which are in developing countries.

DATA AND INFORMATION

- ▶ The UNHCR Operational Data Portal (ODP) is the authoritative source for up-to-date information about refugee emergencies and facilitates the sharing of operational data about persons of concern for governments, humanitarians and the general public. In 2018, the ODP was used in 99 countries and received on average 45,000 online visitors per month.
- ▶ The online toolkit in the [UNHCR Needs Assessment Handbook](#) was expanded to include guidance to support joint analysis, secondary data reviews, and assessment coordination. Over 3,600 people in 149 countries accessed the toolkit in 2018.

COORDINATION

- ▶ The three Global Clusters for Protection, Camp Coordination and Camp Management and Shelter provided guidance and field support to cluster members and field coordinators in some 29 operations, including through the deployment of surge capacity staff and technical experts.

PROGRAMME AND RESULTS-BASED MANAGEMENT

- ▶ 22 operations have to date developed Multi-Year Multi-Partner (MYMP) Protection and Solutions Strategies, serving to identify and achieve a longer-term vision and strategic objectives that establish clear linkages to national planning and the work of humanitarian, development and peacebuilding actors.
- ▶ The lessons and experience gained to date in those 22 operations, indicate that the institutionalization of multi-year multi-partner approach will necessitate a broad set of changes to existing systems and business processes. The revision of UNHCR's Results Based Management system, will incorporate several key changes in operations management processes, including multi-year requirements.

CASH ASSISTANCE

- ▶ UNHCR delivered \$568 million in cash-based assistance, an increase of 14 per cent compared to 2017. Around \$472 million was implemented directly and an additional \$96 million through partners.
- ▶ Cash, together with in-kind assistance and services, helped prevent displaced people from resorting to negative survival strategies, such as child labour. In 2018, UNHCR provided more than 30 per cent of its overall cash assistance to meet specific protection outcomes.

EMERGENCY PREPAREDNESS AND RESPONSE

- ▶ UNHCR provided 8.972 metric tonnes of core relief items, together with basic shelter material to 39 countries affected by emergencies.
- ▶ UNHCR deployed more than 400 staff to lead, coordinate and support emergency responses. Some 48 operations benefitted from emergency deployments, with most deployments to Bangladesh, Brazil, the Democratic Republic of the Congo, Ethiopia, Nigeria, Peru and Uganda.
- ▶ More than 1,200 UNHCR and partners' staff received security training, including some 900 female colleagues trained in 34 locations through the women's security awareness programme (WSAT).

HUMAN RESOURCES

- ▶ UNHCR continued the work on ensuring that the Office is benefiting from a diverse workforce and achieving gender parity.
- ▶ UNHCR launched several new certification programmes, including on programme management, human resources and supply chain management, and offered 30 key learning programmes to over 5,600 UNHCR staff.

MOBILIZATION OF SUPPORT

- ▶ UNHCR received over \$4.183 billion in donor support, with income from private sector fundraising of \$422 million.
- ▶ The Annual Consultations with NGOs, brought together 287 national and international NGOs, and focused on "Putting people first".
- ▶ UNHCR supported a record number of local and national partners (1,077) entrusting them with \$1.407 billion.



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GLOBAL STRATEGIC PRIORITY

FINANCIAL ACCOUNTABILITY AND OVERSIGHT

ORGANIZATIONAL COMMITMENT

UNHCR'S PROGRAMMES ARE CARRIED OUT IN AN ENVIRONMENT OF SOUND FINANCIAL ACCOUNTABILITY AND ADEQUATE OVERSIGHT

RESULTS AND ACTIONS

KEY AREA:

Financial management and reporting are strengthened at UNHCR Headquarters and in the field through streamlined and enhanced systems, with effective guidance on financial controls provided and applied.

To safeguard and maintain sound financial management, UNHCR continuously improved its financial and administrative systems, policies and procedures while promoting a cost-effective and transparent use of its resources. UNHCR

made noteworthy strides in supporting the High Commissioner's efforts as co-lead of the Business Innovation Group (BIG) in the areas of innovation, structural proposals for common back office and identifying processes for simplifications. In the spirit of innovation, UNHCR successfully launched a pilot project for Vendor Screening using Robotic Process Automation (RPA)- a technology that allows for the configuration of software – or 'bots' – to perform repetitive, rules-based, manual tasks on a computer system, while freeing up human resources for more value-adding activities. In addition to the cost savings in terms of time and money spent in managing suppliers, the RPA solution would leverage a larger

data set from multiple agencies which will allow for better decision-making.

The office issued new Administrative Instruction (AI) on the Rules and Procedures of UNHCR Committees on Contracts which introduced several significant changes aimed at achieving efficiency while ensuring adequate level of oversight. This AI was translated in French and the Headquarters Committee on Contracts (HCC) Secretariat provided training to colleagues in the Field and HQ on these instructions. 2018 equally saw the revision UNHCR's Finance Manual which led to a more user-friendly and better streamlined document available to operations as well as the issuance of a revised AI on Value-Added Tax (VAT) and Other Receivables. The AI on VAT and Other Receivables defines UNHCR procedures for handling and recovering VAT and is a more efficient management of Miscellaneous Accounts Receivable.

The MSRP Travel and Expense Module deployed in 2017 in pilot locations was implemented in all HQ and Field Offices. Trainings were held across the world to effectively manage the change, and a workshop with 35 Field Finance Staff was organized to share experiences and collect requirements. Ongoing user support is provided worldwide. The MSRP Travel module provides increased automation and controls and enables the oversight of travel administration and monitoring of compliance with certification requirements.

UNHCR successfully closed 27 recommendations issued by the United Nations Board of Auditors, representing 60 per cent of all outstanding external audit recommendations.

In 2018, UNHCR led an interdivisional task force whereby it became International Aid Transparency Initiative (IATI) publisher in September. IATI is a global initiative to improve the transparency of development and humanitarian resources and their results to address poverty and crises. Publishing detailed data on its programmes – budgets, funding, expenditure, results – through an established and internationally recognised data standard has given much credit to UNHCR in the area of its Grand Bargain commitments on transparency. As at the end of 2018, UNHCR posts a score of 72 points, placing it in the top tier of nearly 1000 IATI publishers.

UNHCR equally leveraged the “UN data cube” project to meet the Grand Bargain commitments. More specifically, to meet new demands for harmonized and transparent UN system-wide financial information, a UN data cube project was launched end 2017. UNHCR joined an ad-hoc “UN’s future data cube” Team comprising of several United Nations entities formed as a joint initiative under the auspices of the High-Level Committee on Management (HLCM) of the Chief Executives Board for Coordination (CEB) and UN Sustainable Development Group (UNSDG). Following a consultative process that lasted most of 2018, the ad-hoc Team released six UN data-cube data reporting standards that have entered into effect on 1 January 2019. UNHCR proactively participated in the negotiation that led to the endorsement of the United Nations data cube standards. With the Standards approved including one Standard on “UN System Function” that establishes that United Nations entities report expenses within four main functional areas and separately discloses operating costs, the UNHCR contributed to achieving the Grand Bargain commitment to “provide transparent and comparable cost structures” for all UN entities.

KEY AREA:

Accounts are recorded in full compliance with IPSAS and UNHCR endeavours to benefit from the standards to the maximum extent.

IPSAS-compliant financial statements were published for 2018 applying best practices in financial reporting and laying the foundations for transparency and judicious stewardship of its resources. Regular releases of new or revised standards by the IPSAS Board were adopted as appropriate and bring benefits to UNHCR's financial reporting. The new accounting standard IPSAS 39 (Employee Benefits) was successfully implemented. Reflecting the on-going efforts to rationalize and streamline financial processes, UNHCR successfully implemented a rationalisation of the accounting for Property, Plant and Equipment.

KEY AREA:

Cash-based interventions (CBIs) are supported by a robust financial control framework and business processes that are embedded in the delivery system

The updated Administrative Instruction for CBI issued in 2017 was applied to CBI initiatives throughout 2018 including introducing new

procedures in MSRP for the financial management and control. UNHCR successfully rolled-out CBI programmes in the field – accounting for a total of \$472 million through direct implementation and \$96 million through implementation by partners.

KEY AREA:

Partnership arrangements are simplified and harmonized in collaboration with stakeholders, including other United Nations entities, and the share of resources entrusted to local partners is increased

In addition to enhancing the Risk-based Framework for Implementing with Partners for managing the funds entrusted to its partners (36 per cent of UNHCR annual expenditure), UNHCR advanced into new areas of collaboration with United Nations and interagency stakeholders. Innovative online interactive platform (UNHCR Partner Portal),

developed in collaboration with WFP and UNICEF, to be adopted as a common United Nations Partner Portal, was launched in November 2018. UNHCR developed and rolled out the iGuide, a monitoring tool designed to assist staff with responsibilities for project monitoring and safeguarding resources entrusted to its partners. The tool provides guidance on spotting fraud and irregularities and identifying evidence of suspected cases. In 2018, UNHCR supported a record number of 1,077 partners with \$1.407 billion. This included \$752.4 million for 865 national partners for *enhanced localisation and continuous engagement of local actors*, which accounted for 22 per cent of the programme budget, with the ultimate aim of reaching 25 per cent under the Grand Bargain target. In addition, UNHCR rolled out the simplified periodic partner performance reporting formats and adopted organisational wide Harmonised Final Reporting Formats developed through interagency collaboration.



GLOBAL STRATEGIC PRIORITY

INTERNATIONAL PROTECTION

ORGANIZATIONAL COMMITMENT

UNHCR'S OPERATIONS DELIVER QUALITY PROTECTION AND FACILITATE SOLUTIONS FOR PERSONS OF CONCERN AND EFFECTIVELY ADVOCATE FOR THEIR RIGHTS

RESULTS AND ACTIONS

KEY AREA:

Global protection and solutions capacity and response are strengthened through direct operational support, enhanced monitoring and partnerships.

UNHCR continued to support states and to collaborate closely with partners in order to operationalize protection principles.

The adoption of the GCR (affirmed by the UNGA Resolution n. 73/51 of 17 December 2018) introduced a framework for fair and predictable arrangements for burden- and responsibility-sharing, recognizing that a sustainable solution to refugee situations cannot be achieved without international

cooperation. UNHCR's Global Youth Advisory Council (GYAC) contributed to the GCR drafting process, advocating for the engagement and participation of young people on specific commitments to refugee children and youth. In addition, the global YIF supported 25 projects led by refugee and host community youth groups in 22 countries.

In March 2018, UNHCR issued an updated AGD Policy. It aims to ensure that persons of concern – with diverse characteristics, including: age, gender, disability, ethnicity, religion, sexual orientation, gender identity – are at the centre of decisions that affect their lives. Achieving AGD goals requires a community-based protection (CBP) approach, working collaboratively with women, girls, men and boys of all ages and diverse backgrounds as equal partners.

UNHCR partnered with UNICEF to strengthen the inclusion of persons with disabilities in humanitarian action. The International Disability Alliance (IDA) actively participated and contributed to the GCR. UNHCR also finalized an e-learning module on working with persons with disabilities and promoting their participation in programming. UNHCR continued to improve access to medical, psychosocial and legal services for survivors of SGBV, and to promote inclusivity of services for all survivors, including men and boys and other groups at risk of SGBV in 44 situations covering refugees, IDPs and returnees.

In the search for solutions for asylum-seekers and refugees of diverse sexual orientation or gender identity, UNHCR expanded its collaboration with local and international partners, including LGBTI organizations. In December 2018, UNHCR issued a new global guidance on Best Interests Procedures and trained over 300 staff and partners to use them in practice.

UNHCR also engaged across the displacement continuum in: improving early preparedness and early engagement in emergencies (piloted in the Democratic Republic of the Congo and in Ethiopia); sharing protection monitoring data and analysis in Afghanistan, Somalia, and Ukraine; and promoting the use of integrated programming in order to remove internal barriers to achieving protection outcomes for all persons of concern – for example, refugees and IDPs in Sudan equally benefitting from community-based projects. Furthermore, the 2018-2020 multi-stakeholder “GP20 Plan of Action”, marking the 20th anniversary of the Guiding Principles on Internal Displacement, contributes to system-wide coherence in preventing, responding to and resolving internal displacement.

UNHCR Headquarters provided technical support and advice on the 2017 Anti-Fraud Policy and Operational Guidelines on Addressing Fraud Committed by Persons of Concern, and monitored operational capacity to comply. A learning programme was developed and 96 per cent of the Anti-Fraud Focal Points in the MENA and Southern Africa regions were trained.

To increase capacity on key protection objectives, UNHCR Headquarters worked with partners to secure staffing support for: 1,500 months of resettlement staffing support to 45 countries, in partnership with the *International Catholic Migration Commission* (ICMC), *RefugePoint* and *Danish Refugee Council*

(DRC); 178,5 months of protection staff support in 24 countries, through the IRC SURGE project; 51 months of senior SGBV expertise in 10 emergencies; and 55 months of child protection expertise with the support of the *Safe from the Start* initiative.

Voluntary repatriation is the preferred solution for many refugees. As witnessed in recent years, achieving enabling conditions for voluntary repatriation remains challenging. In contexts where conditions were conducive to return, UNHCR has worked with partners in facilitating voluntary repatriation, and in supporting sustainable reintegration.

UNHCR engaged in dialogue with refugees on their intentions regarding their future, and provided counselling and access to accurate and objective information on the conditions in their location of origin, to those considering return. In Afghanistan over 15,000 refugees chose to return in 2018. In order to better understand the factors that influenced return and to aid in the design of reintegration and livelihood projects, UNHCR and the World Bank engaged in research in Afghanistan on the living conditions and settlement decisions of recent Afghan returnees.

In Burundi, a joint programme by UNHCR, the UNDP, the UNFPA and the FAO and funded by the Peacebuilding Fund, supports local capacities for cross-border monitoring and access to justice, security and social services for returnees and local communities, and provides livelihoods opportunities. These efforts aim to address insecurity, governance and rule of law issues, and the inability to reclaim housing, land and property in alignment with SDG 16 (Peace, Justice and Strong Institutions).

In other places, such as South Sudan, UNHCR observed self-organized returns, and monitored the situation of returnees of return movements where possible. Return monitoring confirmed that common challenges faced in complex return situations included ongoing insecurity and limited absorption capacity, persistent human rights concerns, unresolved political tensions, destroyed or occupied housing, land and property, limited or damaged critical infrastructure, lack of livelihood opportunities, and difficulty in returning to areas of origin.

UNHCR engaged other stakeholders in preparing for future voluntary repatriation by addressing

the obstacles to potential return and by creating the legal frameworks necessary to underpin voluntary repatriation. In April 2018, UNHCR and the Government of Bangladesh signed a MOU that serves as a framework for cooperation on the voluntary repatriation of Rohingya refugees, in line with international standards, once conditions are conducive. In June 2018, UNHCR, UNDP and the Government of Myanmar signed a tripartite MOU that aims to support Myanmar in creating conditions conducive for the safe, voluntary, dignified and sustainable repatriation of Rohingya refugees.

UNHCR is not currently facilitating returns to Syria, but together with United Nations agencies and NGO partners it has been engaged in preparedness and planning for organized returns in line with its Comprehensive Protection and Solutions Strategy. This Strategy sets out the thresholds in line with international standards that are key for large-scale returns to be safe, dignified and sustainable.

In 2018, UNHCR provided Somali returnees with cash assistance to facilitate their reintegration in their communities of origin. Some refugees used the cash grants to start small businesses to earn a livelihood and to achieve self-reliance. The assistance was spent in the local economy boosting markets and contributing towards peaceful coexistence between returnees and their neighbours. Cash assistance is a crucial part of UNHCR's programmes in voluntary repatriation scenarios providing a cushion for families, until they secure access to national welfare systems or other forms of national support.

In 2018, UNHCR facilitated voluntary repatriation to numerous countries, including Afghanistan, Burundi, Chad, Rwanda, Somalia, and Sudan. In Côte d'Ivoire, UNHCR is supporting national authorities to address the needs of returnees, including their access to civil documentation, land and adequate housing, essential services and livelihood opportunities.

Local integration for refugees is a complex and gradual process with inter-related legal, economic, social-cultural and civil-political dimensions. It requires efforts by all parties, including a preparedness on the part of refugees to adapt to the host society; and a corresponding readiness on the part of host communities and public institutions to welcome refugees and to meet the needs of a diverse population. In support of countries opting to provide

local integration, UNHCR and partners contributed financial and technical support to ensure successful local integration in a manner that took into account the needs of both refugees and host communities. The goal is that refugees are granted similar opportunities and rights as those they live among, and can contribute actively to their country of residence.

The economic dimension of local integration includes the right to work and the ability to access labour markets and livelihoods, financial services and social security benefits, as well as property, land and energy. In 2018, engagement in Europe was pursued with a wide array of actors from national governments, local authorities, civil society and the private sector to promote the successful integration of refugees in their communities. This included innovative partnerships to promote access to the labour markets and to explore the role of young people and sport in integration. UNHCR continued to work closely with the OECD on a joint action plan to expand employment opportunities for refugees. In Ghana and Liberia, local integration is being pursued for Ivorian refugees who wish to remain there. In Liberia, programmes are focusing on naturalization procedures, land acquisition, social cohesion, employment opportunities and the provision of basic social services in communities in which 8,000 refugees will be locally integrated.

KEY AREA:

The promotion of gender equality is enhanced and accountability to persons of concern is reinforced at global and operational levels.

Accountability to Affected People (AAP) and gender equality together with AGD inclusive programming are interrelated priorities addressed by the new 2018 AGD Policy. In rolling out this Policy, self-assessment tools were developed for in-depth analysis to identify gaps in programming. A multi-functional team from Headquarters accompanied the process in Algeria, Chad, Morocco, Poland, and Uganda. The IASC Task Team on Accountability to Affected Populations and Protection from Sexual Exploitation and Abuse (AAP/PSEA), co-chaired by UNHCR, produced a tool to include AAP in multisector needs assessments. This approach allows for community preferences to be reflected in communication, feedback and response actions from the beginning of a response. UNHCR contributed to the revision of the IASC Gender with Age Marker and the IASC Gender Handbook for Humanitarian Action.



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GLOBAL STRATEGIC PRIORITY

PROTECTION AND SOLUTIONS

ORGANIZATIONAL COMMITMENT

UNHCR FACILITATES EFFECTIVE RESPONSES TO FORCED DISPLACEMENT AND STATELESSNESS THROUGH STRENGTHENED PROTECTION AND SOLUTIONS FRAMEWORKS, ADVOCACY AND OPERATIONAL PARTNERSHIPS AND THE PROMOTION OF INCLUSION IN NATIONAL SYSTEMS

RESULTS AND ACTIONS

KEY AREA:

National, regional and global protection frameworks and capacities are strengthened through effective implementation of supervisory responsibility and advocacy, in close collaboration with States and other relevant actors, including international development and peacebuilding entities.

In the exercise of its supervisory responsibility, UNHCR continued to engage with States and partners to improve the quality of the global

protection response. UNHCR provided expert advice and support, issued authoritative legal guidance, cooperated with the judiciary and the legal community, and provided tailored advice and comments on legislation and policy on international protection, statelessness and durable solutions.

Legislative processes have been on-going in approximately 90 countries to implement at domestic level the 1951 Convention and/or 1967 Protocol as well as regional refugee law instruments such as the 1969 OAU Convention and the 1984 Cartagena Declaration. UNHCR was engaged in many of these

processes, including through: the issuance of detailed comments on proposed revisions to EU asylum instruments; advice to countries in the Americas concerning the right of Venezuelan nationals to lawfully enter; advice to countries in the MENA and Asia-Pacific region that are developing domestic refugee legislation, and advice to countries in Africa that made notable enhancements to their domestic protection regimes.

UNHCR's judicial interventions in 2018 touched upon a wide array of issues, including detention and reception of asylum-seekers, the effectiveness of asylum procedures, eligibility for international protection, including for victims of gender-based persecution, as well as the cardinal international legal principle of non-refoulement.

Country-specific policy guidance were published on Afghanistan, Guatemala, Libya, Nicaragua, and the Bolivarian Republic of Venezuela; and 15 country of origin information (COI) products for use in asylum procedures were issued. Moreover, Headquarters continued to support operations in achieving the increased responsibility of national authorities for Refugee Status Determination (RSD) by improving the fairness and efficiency of their asylum/RSD systems or by building national RSD systems from scratch. The implementation of core protection learning programmes on RSD as well as RSD staff deployments were also facilitated. Headquarters also supported the deployment of the RSD Module in proGres v4, including through the creation of an RSD v4 user guide, and promoted regional training of trainers sessions.

UNHCR engaged with the United Nations human rights machinery to advocate for the greater respect for all persons of its concern, including through individual complaint procedures and treaty-monitoring bodies. Recommendations from human rights treaty-bodies affected a broad range of forced displacement and statelessness issues.

In support of the #IBelong Campaign to End Statelessness by 2024, UNHCR produced a number of new guidance materials, including the Handbook for Parliamentarians "Good Practices in Nationality Laws for the Prevention and Reduction of Statelessness", which was published jointly with the Inter-Parliamentary Union, and a "Community-Based Practitioner's Guide on Documenting Citizenship

and Other Forms of Legal Identity", published in partnership with the Open Society Justice Initiative and Namati. UNHCR also updated a "Background Note on Gender Equality in Nationality Laws". Finally, UNHCR supported the Secretary-General's Office in producing a new "Guidance Note of the Secretary-General: The United Nations and Statelessness."

KEY AREA:

Protection of displaced and stateless people is strengthened, and pathways to solutions are expanded, through new partnership arrangements, support to strengthen national systems and institutions, and implementation of comprehensive responses.

From January to December 2018, UNHCR submitted 81,310 refugees for resettlement to 29 countries which is an 8 per cent increase over 2017. However, these resettlement opportunities represented only 7 per cent of the 2018 of the 1.2 million global resettlement needs. A dynamic Resettlement Performance Indicator Dashboard was also rolled out in 2018 to monitor on a monthly basis the performance of UNHCR resettlement operations and State programmes.

UNHCR provided substantive operational guidance and advice on resettlement and complementary pathways to more than 60 operations worldwide throughout the year. Particular focus was placed on countries part of the Central Mediterranean situation, where strengthened coordination with resettlement countries and support with staffing contributed to new operations meeting their targets under challenging circumstances.

More than 25 UNHCR offices in resettlement countries, including new and emerging ones in Latin America and Europe received support and guidance on protection-centered, sustainable resettlement programming, and the promotion of complementary pathways programmes – in particular community-based sponsorships. UNHCR and OECD published a joint statistical report on complementary pathways for the admission of refugees in OECD countries from 2010-2017. UNHCR continued to support the expansion of biometrics and the development of more secure modes of biometric data-sharing with governments.

UNHCR and UNICEF efforts as part of the Coalition on Every Child's Right to a Nationality expanded the number of joint country-level strategies to address childhood statelessness. Inter-agency partnerships were further strengthened through the creation of a new Inter-Agency Working Group on Statelessness involving UNHCR, UNICEF, UNDP, UN Women, IOM, UNFPA, OHCHR, the World Bank, and others. To expand pathways to solutions through new partnership arrangements, UNHCR sought to engage a wide range of States and other actors in 2018. The engagement of development actors was particularly key in promoting solutions that build on local economies and include host communities many of which are in developing countries.

UNHCR and the World Bank advanced their cooperation to address the challenges of forced displacement. By the end of 2018, 14 countries were determined eligible for the World Bank's funding under the International Development Association (IDA) refugee and host community sub-window initiated in December 2016. UNHCR also engaged with the World Bank within the framework of the Global Concessional Financing Facility (GCFF), which mobilized \$500 million in grant funding from donors that leveraged approximately \$2.5 billion in concessional financing. These resources supported projects in Jordan and Lebanon and aimed at building social and economic resilience within the refugee and local populations.

National ownership and leadership proved critical to support and to strengthen national systems and institutions, including the CRRF application in Afghanistan, Chad and Rwanda, which became CRRF countries in 2018. In Latin America, MIRPS States showed strong leadership building on extending pre-existing regional agreements. Much of the success and momentum of the CRRF roll-out in Uganda has been driven by its ownership of the CRRF through a high-level Steering Group within the Government.

In several countries, the CRRF approach and wide-ranging partnerships across government, United Nations agencies, donors and NGOs has facilitated a "whole of government" approach and has provided fora to agree on programmes and strategies that link to government priorities. In all countries, the CRRF has leveraged existing formal mechanisms to ensure an integrated government response. There is a growing recognition of the potential social and economic contributions refugees can make in their host countries, when permitted to do so. A more inclusive policy and legal approach by hosting States supported by increased investment by development actors can generate development gains in key SDGs for host communities as well as for refugees. During the planning for comprehensive responses, experience demonstrated the need for *close attention to the gaps between government policy and service delivery*, often requiring a deeper analysis of policy implementation and structural and procedural issues in addition to legal and policy frameworks.



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GLOBAL STRATEGIC PRIORITY

USE OF DATA AND INFORMATION

ORGANIZATIONAL COMMITMENT

UNHCR FACILITATES RESPONSIBLE AND COMPREHENSIVE USE OF DATA AND INFORMATION FOR DECISION-MAKING AND ADVOCACY, INCLUDING BY PARTNERS AND PERSONS OF CONCERN

RESULTS AND ACTIONS

KEY AREA:

UNHCR and partners manage and use data and information, following a principled, systemized and collaborative approach to enable evidenced-based actions, programme design and resourcing decisions for quality protection outcomes

The online toolkit in the [UNHCR Needs Assessment Handbook](#) (2017) was expanded to include guidance to support joint analysis, secondary data reviews, and assessment coordination. Over 3,600 people in 149 countries visited (online) the toolkit in

2018. The United Nations Statistical Commission (UNSC) approved the first ever “[International Recommendations on Refugee Statistics](#)” in March 2018. These were later approved by the General Assembly, with UNHCR leading the process. The [Technical Report on Statistics of Internally Displaced Persons](#) was also adopted in March 2017 by the UNSC, recommending the establishment of a similar set of recommendations for statistics on IDPs.

The UNHCR Global Geodatabase, which is quickly becoming the United Nations humanitarian community’s reference for locations, was expanded to host up-to-date location data for 191 of 193

United Nations countries. A data-sharing agreement was concluded with WFP to include assessment and monitoring data, as well as reciprocal data sharing on IDPs and host communities. In December 2018, the [PIM Initiative](#) (co-led by UNHCR and DRC) hosted a thematic meeting on Protection Monitoring. Held in Copenhagen, the meeting brought together 11 organisations to jointly develop draft guidance and standards for protection monitoring, and to explore how to better enable the analysis and use of protection monitoring data for evidence-based decisions for quality protection outcomes. Participants included: Alliance for Child Protection, DRC, IOM, IRC, Mixed Migration Centre, OHCHR, Oxfam, UNHCR, UNICEF and WFP.

As part of efforts to strengthen UNHCR's capacity for the effective and timely analysis of all types of data, DEEP (an online platform to structure and analyse unstructured data) was tailored to meet its analysis needs (at no cost). In January 2018, a mission to the Kasai region of Democratic Republic of the Congo piloted the Area-based Monitoring System (AMS), in close collaboration with the UNHCR Special Advisor for Internal Displacement. The findings informed the development of the forthcoming guidance on and tools for IDP population data management. Multiple missions to Uganda led to the development of a real-time reporting tool and live dashboard to report real-time figures of large-scale refugee registration exercises. This tool had been replicated in four other countries as of 31 December 2018. A Question Bank and Sampling decision assistant were released to help UNHCR operations design household surveys more efficiently and effectively. The UNHCR [Demographic Projection Tool](#) (DPT) was developed and piloted in 10 countries. The DPT is a key tool to help operations develop planning figures using demographic factors of known fertility, birth and death rates. In close collaboration with ALNAP⁶⁹, a web portal on [Targeting in Humanitarian Response](#) was developed, populated, and launched. The portal provides a platform for multiple agencies, partners and stakeholders to share evidence, experience and lessons learned on targeting, which is a key mechanism to make humanitarian assistance more relevant, cost-effective and efficient, while addressing

the most urgent needs within displaced population groups.

Some 19 operations were supported on protection monitoring and five operations were supported on targeting. Over 300 users received support on the UNHCR Operational Data Portals and some 4,585 users from 59 countries received support on KoBo, UNHCR's tool for digital data collection.

Over 580 people were trained in information management-related topics in 2018 (including UNHCR staff, partners and other relevant stakeholders). Additional learning content was developed to build the data literacy of staff through corporate learning programmes, including the new Certification Programme on International Protection, the Learning Programme on Protection in Mixed Movements, and the Inter-Agency Coordination Learning Programme (IACLP).

The Protection Information Management (PIM) [Exchange Space](#) was launched as a dynamic community of practice for exchanges and learning between PIM practitioners. PIM also released a revised version of the [PIM Training Resource Pack](#), which provides detailed instructions to a global audience of practicing professionals working across sectors and diverse response situations about how to deliver trainings to enhance core PIM competencies.

KEY AREA:

Information and analysis on the situation of refugees and other persons of concern is made available to support their inclusion in international and national development frameworks

The [UNHCR Operational Data Portal](#) (ODP) is the authoritative source for up-to-date information about refugee emergencies and facilitates the sharing of operational data about persons of concern for governments, humanitarians and the general public. In 2018, 3 new situation and 6 new country views were added. As of year-end, the ODP covered operations and populations of concern in 99 countries, and received on average 45,000 online visitors per month. UNHCR began generating monthly estimates of refugee population figures,

⁶⁹ For more information see www.alnap.org/

along with a dashboard for monthly reporting. The estimates provide vital population data in the periods between the releases of official statistics. A proposal and paper on the disaggregation of key SDG indicators by displacement status was submitted to the United Nations Statistical Commission. United Nations Member States agreed to prioritize 12 key indicators for disaggregation by refugee status.

KEY AREA:

Data and information management approaches, including storing and sharing of personal data, respect protection practices and privacy concerns

As part of efforts towards responsible approaches to Open Data, UNHCR pursued various work streams to strengthen its technical capacity for data anonymization. The World Bank inducted UNHCR staff on open data processes and procedures for accessing microdata, and on the application of anonymization methods to microdata. A review of best practices in anonymization in international organizations and national statistical offices was also conducted, along with preliminary work to develop SOPs on the removal of personally identifiable data, and the prevention of re-identification.

Beta version of the UNHCR Raw Internal data Library (RIDL) was finalized and made available for use. RIDL aims to create a globally-supported, centralized, and secure data repository that will ensure that UNHCR is able to use its raw data to its full potential, that data is available externally to operational partners, project stakeholders or academia; and that this data can be preserved for future analysis and use.

The test environment of UNHCR's new Microdata library (MDL) was deployed and made available for user feedback. The MDL allows UNHCR to responsibly disseminate and provide access to publishable microdata containing information about forcibly displaced persons. All data and surveys in the MDL are documented in compliance with international standards and practices. The PIM Initiative (co-led by UNHCR and DRC) released the [Framework for Data Sharing in Practice](#), in collaboration with OCHA. The Framework offers practical guidance about how to assess the benefits and risks of a given data sharing scenario, in alignment with responsible data practices and international standards.



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GLOBAL STRATEGIC PRIORITY

HUMANITARIAN COORDINATION

ORGANIZATIONAL COMMITMENT

UNHCR MAKES EFFECTIVE USE OF AND CONTRIBUTES TO IMPROVING HUMANITARIAN COORDINATION MECHANISMS

RESULTS AND ACTIONS

KEY AREA:

Effective leadership is established for cluster and inter-agency coordination at global and operational levels.

In 2018, UNHCR led 24 of the 26 activated, country-level protection clusters and other inter-agency protection coordination mechanisms worldwide. Five national protection clusters are co-led with a government counterpart or a United Nations organization, with 12 or more co-facilitated by international NGOs – including the DRC, the NRC

and the IRC. The Global Protection Cluster (GPC) worked closely with UNICEF UNFPA, United Nations Mine Action Service (UNMAS), and the NRC as the lead organizations responsible for child protection, gender-based violence, mine action, and housing, land and property.

Guided by its Global Protection Cluster Strategic Framework 2016-2019, the GPC continued to take forward initiatives on innovation and localisation through strengthening links with innovation labs, other global clusters and research institutions to ensure innovative approaches to protection, and the delivery of practical advice on interventions

that are growing in importance – such as cash-based interventions, protection information management and social media.

The GPC remained strongly invested in operational support to the field, which is reflected in the functions of its Operations Cell. Its work in 2018 included the development of Humanitarian Country Team protection strategies, guiding coordination, supporting advocacy efforts, advice on the design and implementation of programmes and the capacity-building of national protection clusters through training and technical support missions. A total of 13 field missions in support of 17 countries among them are Burundi, Colombia, El Salvador, Ethiopia, Honduras, Iraq, Libya, Myanmar, Niger, Somalia, Syria and Yemen, were undertaken in 2018 by the GPC, and its task teams including to operations at L2-L3 emergency level. Field support also continued through the Help Desk function, the on-line GPC Community of Practice, trainings, technical advice, guidance on the humanitarian programme cycle (HPC), country-specific briefings and thematic roundtables on the protection of civilians.

In ensuring a coherent and comprehensive approach to protection, the GPC produced an Annual Review of Action to Promote the Centrality of Protection, in April 2018, which sets out good practices from five operations (Afghanistan, South Sudan, Syria, Ukraine and Yemen) and recommendations to Humanitarian Coordinators and HCT. Furthermore, with a view to enhance the centrality of protection in humanitarian action, the GPC Task Team on Protection Mainstreaming launched a Protection Mainstreaming E-learning and developed a Protection Mainstreaming Toolkit. The Toolkit was developed in line with the Inter-Agency Standing Committee Statement (IASC) protection policy in terms of roles and responsibilities of HCTs and all clusters and provided concrete guidance and tools to conduct protection analysis in line with the IASC protection policy. The GPC also continues to improve information management, in support of evidence-based responses, through surge capacity and enhanced tools. Improvements were also made to the GPC website (globalprotectioncluster.org) to ensure that this platform best serves country-level clusters.

The Global Camp Coordination and Camp Management (CCCM) cluster, co-led by UNHCR and IOM, supported 22 country-level clusters and cluster-like structures worldwide, with UNHCR leading or co-leading 14 of them. UNHCR completed seven site management/CCCM field missions totaling 281 days. These included missions in Democratic Republic of the Congo and Iraq and Turkey for the cross-border Syria operations to collect information for drafting remote management guidance; and also provided capacity-building missions with tailored trainings for partners and national authorities in Ethiopia and Sudan, as well as missions to support refugee operations in Brazil and Mexico. In the absence of formal CCCM cluster activation, clear coordination gaps were identified and alternative arrangements were devised in order to provide a coordination platform for CCCM response. Three inter-agency coordination mechanisms for CCCM were implemented under other existing clusters such as a protection cluster in Ethiopia and Niger and shelter cluster in Afghanistan.

The Global CCCM Cluster continued to set global standards and policies, build preparedness and response capacity, and provide operational support to country-level CCCM coordination platforms to enable them to fulfil their core functions. The Cluster's Area-based Approaches Working Group focused in particular on two interrelated streams – remote management and mobile approaches – and also ensured coherence with the Urban Settlements' Working Group of the Global Shelter Cluster, having similar objectives. The Cluster adapted plans to draft a Sphere companion, with feedback from the field leading instead to a camp management standards were disseminated through a guidance that better addresses operational needs .

The strategic advisory group of the Global CCCM Cluster was renewed with only three members (ACTED, the DRC and the NRC), in addition to the representatives from the field clusters and from IOM and UNHCR. Call for additional members was not successful, mainly because of the lack of resources of interested organizations.

The Global Shelter Cluster (GSC) is led by UNHCR in conflict situations and by the International Federation of Red Cross and Red Crescent Societies (IFRC) in

natural disasters. In 2018, UNHCR led 12⁷⁰ and co-led one of the 28 activated country level shelter clusters, providing support, shelter and non-food items to support to over 10 million people in the coordination with 664 partners. The UNHCR GSC Support Team dedicated a total of 604 days to supporting country-level clusters through 8 missions to 5 countries. The annual GSC satisfaction survey indicated that 88 per cent of shelter partners were satisfied, or very satisfied, with the work of the Global Shelter Cluster in supporting inter-agency coordination with a focus on country-level clusters. In 2018, clusters in the North West and South West of Cameroon were officially activated. A trained and experienced shelter cluster coordinator from the GSC surge capacity was deployed at the very onset of the crisis.

UNHCR and IFRC hosted the annual GSC Coordination Workshop and GSC Meeting, providing opportunities for Shelter Cluster Coordination teams to share and develop best practices. The GSC Meeting brought together 134 practitioners from 44 different organizations, representing 20 of the 28 activated shelter clusters worldwide – combining both conflict and natural disaster partners. These events are a key opportunity for participants to learn from each other and discuss overall strategic issues. The participation of government counterparts was particularly appreciated.

2018 marked the launch of the 2018-2022 Global Shelter Cluster Strategy. The new GSC strategy 2018-2022⁷¹ maintains coordination as the first goal with an additional focus on advocating for the importance of shelter and settlements, promoting evidence-based responses, and increasing the overall capacity of the sector through localization and area-based approaches.

In support of the technical integrity of shelter responses in IDP situations, 11 GSC technical working groups delivered on outputs as mandated and approved by the Strategic Advisory Group.

The Construction Standards Working Group produced *The Construction Good Practice Standards (CGPS)*⁷² which prescribes common standards for the responsible delivery of building construction in humanitarian settings. The SGBV in Shelter Programming Group produced the first version of *Guidance to Reduce GBV Risks in the Distribution of Shelter Materials, NFI's and Cash*.⁷³ The Promoting Safer Building Working Group has developed a protocol for developing shelter and settlement Information, Education and Communications Resources⁷⁴. Workshops were held in Bangkok, Geneva, London, Nairobi, and Grenoble focusing on best Non-Food Items (NFIs) practices, learning from the Shelter Cluster's biannual publication *Shelter Projects*, and in promoting safer building practices. The Settlements Approaches in Urban Areas Working Group compiled a *Compendium of Case Studies*⁷⁵ focusing on Shelter, WASH, Health, Protection and Early Recovery, livelihoods, infrastructure and psychosocial support in cities in Africa, Latin America and the Caribbean, Asia and the Middle East. The State of the Humanitarian Shelter and Settlements Report Working Group, launched an inaugural publication called *The State of the Humanitarian Shelter and Settlements Report*.⁷⁶ Two new working groups were launched in 2018; one focusing on inclusion of persons with disabilities in Shelter Programming and another focusing on developing a vulnerability classification system based on best practices from the Food Security Cluster's Integrated Phase Classification System.

⁷⁰ For more information see Global Shelter Cluster: www.sheltercluster.org

⁷¹ For more information see Global Shelter Cluster Strategy 2018-2022: <https://bit.ly/2Xw011q>

⁷² For more information see Global Shelter Cluster: Construction Standards Working Group: <https://bit.ly/2EDXFWL>

⁷³ For more information see *Guidance to Reduce GBV Risks in the Distribution of Shelter Materials, NFI's and Cash*: <https://bit.ly/2W1ISvV>

⁷⁴ For more information see Promoting Safer Building Working Group: <https://bit.ly/2YXQpwp>

⁷⁵ For more information see Settlements Approaches in Urban Areas Working Group – Documents: <https://bit.ly/2WQvABY>

⁷⁶ Global shelter Cluster, *The State of the Humanitarian Shelter and Settlements Report*, 2018, available at: <https://bit.ly/2MeFwEX>



GLOBAL STRATEGIC PRIORITY

PROGRAMME AND RESULTS-BASED MANAGEMENT

ORGANIZATIONAL COMMITMENT

UNHCR MULTI-YEAR, MULTI-PARTNER PROTECTION AND SOLUTIONS STRATEGIES, SUPPORTED BY RESULTS BASED MANAGEMENT (RBM) APPROACHES

RESULTS AND ACTIONS

KEY AREA:

Multi-year, multi-partner strategies are informed by improved joint needs assessments and are developed and implemented in consultation with key stakeholders, including national authorities, civil society, development partners and private sector representatives

In line with the New York Declaration and the GCR as well as the commitments made as part of the Grand Bargain, 22 operations have to date developed Multi-

Year Multi-Partner (MYMP) Protection and Solutions Strategies, serving to identify and achieve a longer-term vision and strategic objectives that establish clear linkages to national planning and the work of humanitarian, development and peacebuilding actors.

These operations across four regions (Algeria, Brazil, Cameroon, Chad, Colombia, Costa Rica, Djibouti, Ghana, Ethiopia, Ecuador, Kenya, Malawi, Mali, Mauritania, Mexico, Niger, Rwanda, the Regional Office for Northern Europe, Senegal, Uganda, Ukraine and the United Republic of Tanzania) include countries that are aligned to the CRRF and those

eligible for World Bank financing under the \$2 billion International Development Association (IDA) 2018 sub-window for refugees and host communities.

The implementation of multi-year multi-partner strategies in 2018 have facilitated new strategic alliances and a much broader coalition of partners and stakeholders, defining UNHCR's role and specific contributions to the application of a comprehensive response at country level; and in bringing comparative advantages to resolve protection and solution challenges in a sustainable way for all persons of concern.

In 2018, UNHCR conducted a lessons learned process to document the experience of the 22 operations and to inform the way forward. The lessons and experience gained to date lead to the need of adapting UNHCR's planning and programming tools; and to indicate that the institutionalization of multi-year multi-partner approach will necessitate a broad set of changes to existing systems and business processes, as well as structured support to field operations over a number of years. The lessons are also integral for the revision of UNHCR's Results Based Management System, which will incorporate several key changes in operations management processes, including multi-year requirements. Revision of UNHCR's results framework will allow for greater flexibility to develop context-specific theories of change that align with national priorities and inter-agency frameworks.

The pursuance of MYMP strategies has been bolstered by the development of the Solutions Capital Initiative, a donor pact launched in December 2018 aiming to catalyse the implementation of MYMP strategies in five specific operations (Costa Rica; Ecuador; Ghana; Kenya, and Malawi).

KEY AREAS:

Impact Indicator: UNHCR's RBM systems support collaborative and evidence-based planning and monitoring

Based on the initial proposal on future results structure, a stock-taking in May 2018 allowed the project to reset its direction with a stronger focus on country-level flexibility, measuring outcomes and impact, and the use of RBM to advance UNHCR's commitment to greater evidence-based planning. The re-designed future results framework structure was endorsed by the Senior Executive Team during the

second part of 2018. The redirected RBM project is considered as part of the institutional transformation process aimed at renewing the organization's entire business model, not only the results framework and the information technology tool, but also how UNHCR manages results, and empowers field operations in a manner in which complements the ongoing regionalization and decentralization, as well as the implementation of the GCR and CRRF.

The RBM Project focuses on the following six principles:

- 1) Be people centric, by focusing on how UNHCR and others' actions contribute to changing the wellbeing of persons of concern.
- 2) Focus on outcomes and impact, including through joint processes and data collection.
- 3) Empower the field by providing country offices with the flexibility to develop context-specific indicators.
- 4) Improve collaboration and partnership, by investing in multi-year planning with partners and focusing on measuring collective outcomes.
- 5) Support organizational changes processes, including the ongoing regionalization, empowerment of the field and process simplification.
- 6) Enhance transparency and accountability, including by building in new feedback and data streams.

The RBM project is validating this new results framework design with selected field operations in Bangladesh, Colombia, Japan, Mexico and Zambia; and the process to finalize the content of the framework including mandatory indicators will commence during the second quarter of 2019. A comprehensive revision of the business process within UNHCR's Operations Management Cycle, which incorporates the new RBM approach but also multi-year and multi-partner approaches, is underway.



GLOBAL STRATEGIC PRIORITY

CASH ASSISTANCE

ORGANIZATIONAL COMMITMENT

PEOPLE OF CONCERN MEET THEIR NEEDS THROUGH THE USE OF CASH-BASED INTERVENTIONS (CBI)

KEY AREA:

Pursue the objective of common cash transfer arrangements with partners, in line with our policy and strategy

In line with the [UNHCR Policy on Cash-Based Interventions](#) and the Strategy for the Institutionalisation of Cash-Based Interventions, UNHCR promotes a collaborative approach to [cash assistance](#)⁷⁷, advocates for transfer mechanisms that maximize efficiency and predictability, ensures

effective coordination and leverages the expertise of all partners and maximize economies of scale. UNHCR's approach is to negotiate and to establish cash transfer services that are managed by the private sector but are available to all partners on the same terms and conditions, e.g. the Common Cash Facility (CCF) clause. Common cash transfer arrangements allow beneficiaries to receive assistance from partner United Nations agencies and NGOs via one delivery mechanism, such as a prepaid card or mobile money account. Within the card or

⁷⁷ For more information see <https://www.unhcr.org/cash-based-interventions.html>

account can be multiple wallets that the different organizations can fund separately, and for which they also receive their own reconciliation reports. The CCF also encourages coordination amongst partners for more effective service delivery and eliminates duplication of assistance. To enable the possibility of establishing a CCF, all UNHCR tenders related to the procurement of Financial Service Providers (FSP) for CBI include a clause detailing the possibility of common cash transfer arrangements. Examples of UNHCR led common cash transfer arrangements can be found in and Greece, Jordan and Lebanon.

KEY AREA:

Relevant systems, tools, skills and processes to implement and scale up CBI programmes

In order to implement streamlined cash programmes, UNHCR started with the development of the [CashAssist](#) – a cash assistance management system to ensure transfers are made to refugees and others of concern in a timely, efficient and accurate manner, while avoiding duplication and ensuring the minimization of fraud. CashAssist is a transparent platform for UNHCR and partners to create and send secured payment instructions to their financial service providers (FSP), ensuring that the cash assistance provided is fully traceable. CashAssist improves accountability; internal approval steps are triggered in line with segregation of duties between project control and programme functions

for effective oversight and ensures financial integrity and the establishment of electronic cash plans while maintaining data protection. Cash Assist is currently rolled out in five countries and will gradually be rolled out to all operations in June 2022.

In 2018, UNHCR delivered \$568 million, of which \$472 million was implemented directly and another \$96 million through partners. Cash, together with in-kind assistance and services helped prevent displaced people from resorting to negative survival strategies such as child labour. The total amount of cash disbursed in 2018 represents an overall increase of 13 per cent compared to 2017, the majority of which (93 per cent), was delivered through unrestricted cash.

In 2018, UNHCR provided more than 30 per cent of its overall cash to meet specific protection outcomes. Along with in-kind support and services. UNHCR is using cash assistance strategically and in co-junction with protection and sector specific programming to protect and assist people in all phases of displacement to meet their basic and other needs. The use of cash assistance in emergencies in [Bangladesh](#), the Bolivarian Republic of Venezuela situation and Niger, increased in 2018. Additionally, UNHCR continues to work strongly to advance the use of cash assistance in the technical sectors, including in the [education](#), [shelter](#) and livelihoods area.



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GLOBAL STRATEGIC PRIORITY

EMERGENCY PREPAREDNESS AND RESPONSE

ORGANIZATIONAL COMMITMENT

UNHCR EFFECTIVELY PREPARES FOR AND RESPONDS TO EMERGENCIES

KEY AREA:

Active standby capacity is maintained and UNHCR and partner personnel, with appropriate leadership, coordination and protection skills, are available for immediate deployment to emergency operations

In line with the 2017 Policy on Emergency Preparedness and Response, UNHCR deployed more than 400 staff to lead, coordinate and support these emergency responses. Altogether, some 48 refugee and IDP operations benefitted from emergency deployments in 2018, with most deployments to Bangladesh, Brazil, the Democratic Republic of the Congo, Ethiopia, Nigeria, Peru and Uganda. The

successful rapid mobilization and timely deployment of emergency teams to these multiple and concurrent emergencies played a critical role in the quality and impact of responses.

Overall, there were 17 per cent more emergency deployments than in 2017. The emergency deployees completed 51,687 mission-days (man-days) in the field in support of the most vulnerable people requiring urgent UNHCR's response, as compared to 32,000 in 2017. While most of the deployments made through the Emergency Response Team (ERT) mechanism and corporate missions, functional rosters allowed for 33 deployments of highly qualified technical specialists. In total, 105 ERT

roster members were trained in three Workshops on Emergency Management (WEM).

UNHCR strengthened its Senior Emergency Roster in 2018 to boost its leadership and coordination capacities. As a result, the organization was able to respond rapidly and effectively to multiple and simultaneous requests for reinforcement in Bangladesh, Brazil, Iraq and Uganda.

About a quarter of deployments were run by standby partners who provided valuable expert surge capacity to fill unmet critical needs in both refugee and IDP operations. At the end of 2018, the recorded annual in-kind contribution by the emergency standby partners stood at \$7.7 million (as compared to \$6.5 million in 2017). However, it is estimated that the comprehensive in-kind contribution (including in deployments of less than 6 months) by emergency standby partners would be close to \$11 million. The highest contributing Emergency Standby partners in 2018 were NRC, DRC, RedR Australia, followed by Dutch Surge Support (DSS Water), Swiss Agency for Development and Cooperation (SDC) and Swedish Civil Contingency Agency (MSB). Technical, financial, material, logistical and engineering support was also provided. UNHCR's efforts to strengthen emergency preparedness also included joint initiatives with standby partners. In 2018, the NRC and UNHCR co-chaired the annual consultations of emergency standby partners. The event sparked critical reflection on the performance, results and value of standby partnerships. An agreement was reached on a number of top priorities, such as enhancing capacity development, duty of care, trends and impact analysis, reporting and monitoring.

Following an operational review of UNHCR's engagement in situations of internal displacement, in 2018, the Office took measures to strengthen its preparedness and response to IDP crises, including by reinforcing its Emergency Management Team with qualified and dedicated first responders. All UNHCR Emergency Management Team members of the Division of Emergencies, Security and Supply spent over 1,800 mission days on emergency deployment. Throughout 2018, UNHCR used its global "High alert list for emergency preparedness" (HALEP) and associated diagnostic tool to capture and provide an overview of levels of country operations preparedness and capacity to respond to potential population displacement, as well as to prioritize the

Headquarters preparedness support. In total, 29 HALEP updates were issued to alert on emerging refugee and IDP displacement situations.

Two Level 1 "proactive preparedness" emergencies were active for the operations in the Bolivarian Republic of Venezuela and in Zambia in 2018 to ensure that operations took proactive approach to preparedness in line with UNHCR's "Policy on Emergency Preparedness and Response". The declarations resulted in "advance preparedness missions", dedicated staffing support and additional financial resources for the two operations. Additional "preparedness" and "contingency planning missions" were fielded to countries in need of additional support such as Burundi, Rwanda and the United Republic of Tanzania. Remote support on contingency planning was maintained, in particular to the Cameroon and Democratic Republic of the Congo situations.

KEY AREA:

Core relief items are stocked to provide emergency assistance for up to 600,000 persons and dispatched within 72 hours

Over \$34 million worth of core relief items (8.972 metric tonnes) were dispatched from global stockpiles to some 39 emergency-affected countries in 2018, including through 19 airlifts of core relief and basic shelter materials providing much needed support to refugees and IDPs. The highest value of core relief items was delivered from the global stockpiles to country operations in Bangladesh, Burundi Ethiopia, Uganda, and Yemen. These seven global stockpiles – maintained by UNHCR in Accra, Amman, Copenhagen, Douala, Dubai, Kampala, and Nairobi – ensured the Office and its partners' capacity to respond to the needs of up to 600,000 displaced people in simultaneous emergencies around the world within 72 hours.

With a more structured approach in 2018 to provide material support to emergency situations directly from the factory of pre-selected suppliers when applicable (2018 examples from Afghanistan and Bangladesh), a significant reduction in delivery costs and prevention of depletion of stock levels was achieved. In addition, a more flexible approach in terms of global stockpile levels was adopted to fit situations where the need for temporarily increasing or decreasing stock levels is required. The

introduction of secondary bidding between frame agreement holders for freight forwarding services has successfully been implemented. The secondary bidding process promotes competition among freight forwarders ensuring the fastest delivery at lowest possible cost between pre-qualified/pre-selected vendors.

To contribute to a more agile approach to deliver worldwide protection and assistance to refugees and IDPs, a supply planning and forecasting (Demantra) system was introduced in 13 operations in 2018, with more than 100 users trained in Cameroon, Central African Republic, Chad, Ethiopia, Jordan, Kenya, Lebanon, Rwanda, Syria, South Sudan, Sudan, Turkey, Yemen and the MENA regional supply function. Nearly 30 supply experts were deployed on field missions to assist operations in establishing systems, setting up warehouses, delivering cash-based interventions and conducting local and regional procurement. UNHCR also established a second emergency supply roster with 20 staff to support supply response to on-going crises globally.

In 2018, UNHCR continued its efforts to encourage collaborative procurement and to also use frame agreements concluded by other United Nations entities. Through the Business Innovation Group (BIG), an initiative launched by the Secretary-General and co-chaired by the High Commissioner for Refugees, United Nations entities have agreed to sign a mutual recognition statement, allowing them, inter alia, to further streamline (in 2019) the access to frame agreements concluded by other United Nations entities. This should enable joint procurement actions to be further streamlined.

KEY AREA:

Representation of local and national partners and communities is increased in preparedness action planning

UNHCR participatory approach to emergency preparedness ensures that local partners, authorities, communities and persons of concern are actively engaged in emergency preparedness activities, including contingency planning. These include capacity building and the reinforcement of their emergency response capacities to be ready to withstand a potential emergency. In 2018, UNHCR undertook 4 preparedness missions to Burundi, Rwanda, the United Republic of Tanzania and Zambia;

and facilitated 4 situational emergency trainings in Burundi, Iran, Libya, and Tajikistan with the participation of local government and NGO partners. In 2018, out of 54 updated contingency plans 42 (77 per cent) included participation of local authorities or governments; 37 (68 per cent) included local or national NGOs and 6 (11 per cent) included local communities.

To support State-led efforts to plan and implement a multi-stakeholder approach in early warning and preparedness in line with GCR, UNHCR initiated a revision of its “preparedness guidance to integrate development and other non-traditional partnerships and approaches”.

KEY AREA:

A proactive approach to security management is applied, through a qualified security workforce, security training and support to emergencies

Many emergency situations were characterized by violence, civil unrest, criminality and disregard for civilian life in 2018, which in some cases, led to the obstruction of protection activities and the provision of assistance. UNHCR experienced over 240 security incidents over the year – most commonly crime, hazards and civil unrest. UNHCR personnel faced significant security risks in Afghanistan, Libya, Nigeria, Somalia, South Sudan, Syria and Yemen.

To mitigate these safety and security risks in operations, the organization maintained over 90 international and 200 local security personnel, mostly in areas of high risk. During 2018, 60 security support missions were conducted, 47 of which were to field locations for technical support or emergency response.

UNHCR continues to work with Department of Safety and Security (DSS) and other members of the United Nations Security Management System (UNSMS) to ensure that the security management system is effective to meet the needs of the organization and persons of concern while also ensuring efficiencies of resources. Through deployment of security officers, UNHCR provided support to the UNSMS system in areas where no other security personnel are deployed. UNHCR was among the most active United Nations entities contributing to improve security systems United Nations-wide through the Interagency Security Management Network (IASMN);

and by co-chairing interagency sub-working groups on Gender Inclusion in Security and Security Training. Where possible UNHCR also continues to support security needs of affiliated partners under the Saving Lives Together (SLT) framework.

More than 1,200 UNHCR and partners received security training in 2018 including some 900 female staff trained in 34 locations through the women's security awareness programme (WSAT). WSAT covers 8 modules which includes sexual harassment in the workplace. It is seen as a safe space for women and supports them in determining their security needs in different contexts.

Following the adoption of an Administrative Instruction on "Measures in support of personnel serving in high risk duty stations", UNHCR undertook efforts to improve its support to staff before, during and after deployment to high-risk locations – including through regular briefings to ensure

staff were aware of the threats and risks prior to deployment. In 2018, UNHCR conducted webinars for prospective applicants to all high-risk locations with a combined Security and Staff welfare focus to ensure UNHCR deploys staff members were fully cognizant of the both the security environment and local conditions. UNHCR Security personnel also provide and continually update country profiles of high risk locations as an additional preparation tool under the Duty of Care initiative.



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GLOBAL STRATEGIC PRIORITY

HUMAN RESOURCES

ORGANIZATIONAL COMMITMENT

UNHCR IS PREPARED TO RESPOND TO GLOBAL FORCED DISPLACEMENT CHALLENGES THROUGH A DIVERSE WORKFORCE

RESULTS AND ACTIONS

KEY AREA:

Strategic workforce planning that accounts for diversity and gender balance is improved through analysis of current and future talent requirements

At the end of 2018, UNHCR had a total workforce of 16,669 individuals, including 12,090 staff members and 4,579 affiliates. UNHCR's total workforce included 43 per cent females, with females representing 40 per cent of staff and 51 per cent of affiliates. The breakdown of national and international staff was 71 per cent and 29 per

cent respectively, and 88 per cent were field-based. UNHCR was present in 138 countries and in 527 locations.

In March 2018, UNHCR completed the first holistic review of its human resources systems, services and tools, referred to as the "HR Review". The review affirmed the need for a transition from a mainly reactive and transactional human resources division to a more strategic and people centric function, which identifies and anticipates workforce needs and provides analysis and guidance to managers. The review recommended to develop a more field-facing HR model, aligned with operational needs and with a

strong focus on identifying, developing and nurturing talent, especially among affiliates and national staff.

The importance of strategic workforce planning was confirmed by the HR review as one of the major components of the work and transformation of the Division of Human Resources. While 2018 was more of an initiation year for UNHCR's structured approach to strategic workforce planning, some of the main initiatives included:

- ▶ Revision of the framework of core functions in UNHCR to better reflect current jobs and emerging functions of the organization;
- ▶ Revision of skills and education requirements to better reflect UNHCR's current and future needs and support identification of gaps and inform talent mobilization and development;
- ▶ Provision of operational workforce planning dashboards to support HR in the field operations;
- ▶ Introduction of a new report including key HR data for each functional area in the organization which could be used to support decision-making.

In addition, in line with the strong focus on gender and diversity, data was regularly collected to monitor progress on gender parity trends. The data was shared with senior management across the organization to make informed decisions and timely corrective actions where needed.

KEY AREA:

Career management is supported through the provision of learning opportunities and performance review, and is informed by the organizational demand for skills

In 2018, a total of 16,342 UNHCR workforce members participated in at least one learning activity through Learn and Connect, UNHCR's learning management system. UNHCR's Global Learning Centre (GLC) launched several new certification programmes, including on Programme Management, Human Resources, Supply Chain Management, and Leadership. In addition to serving as functional clearance for international staff seeking to move to a higher grade, these initiatives are also targeted towards locally-recruited staff seeking to convert to the Professional category as well as international

staff seeking lateral moves into a different function. Nearly 5,600 workforce members were enrolled in functional certification, management and leadership programmes, and other specialized learning programmes. Several learning activities supported UNHCR's emergency preparedness and response capacity, and 560 individuals benefitted from emergency preparedness and response capacity learning programmes. UNHCR also launched new learning activities in response to growing priorities such as inter-agency coordination and cash-based initiatives. In relation to gender, UNHCR offered code of conduct trainings and awareness campaigns to address unconscious bias in recruitment, and in day-to-day interactions in the workplace.

UNHCR issued career path guidance notes for key functions in the organization: Protection, Programme, Admin/Finance & Project Control, Human Resources, etc. to provide the colleagues with more comprehensive information on career development in the organization. In addition, 1,676 participants, the majority of which are national staff and affiliate workforce, benefitted from career webinars. New career webinars were developed to answer the workforce's needs, most notably the webinar on "Women & Careers at UNHCR".

The percentage of completed performance evaluations for 2017 was 96.2 per cent, a slight increase from the 94.3 per cent of the previous year. Performance reviews for 2018 is still ongoing.

KEY AREA:

A fair and transparent assignments framework ensures diversity and gender balance in the deployment of qualified personnel through efficient human resources systems, particularly in the context of emergencies and high risk operations

The new recruitment and assignments policy introduced at the end of 2017 increased career opportunities in the international category for locally recruited staff and affiliates; and put in place special measures to improve gender parity by ensuring systematic shortlisting of at least two thirds female candidates for each position advertised and by additionally targeting outreach to women. This led the Assignments and Postings Section (APS) to process 1,379 Job Openings in 2018, of which 944 were filled, 54 were on hold, 166 were re-advertised, and 215 were withdrawn. The overall percentage

of women either assigned or appointed to positions increased by 4.3 per cent compared to the previous year under the previous policy, and the percentage of women assigned to higher grade posts through regular and fast track advertisements increased by 14.5 per cent compared to 2017.

UNHCR continued to improve on its capacity to respond to emergencies as fast as possible. In 2018, 14 fast track exercises were processed, with the average number of days to fill a fast track vacancy reduced from 66 days in 2017 to 35 days in 2018. The average time for recruitment on an external temporary appointment was also reduced by 15 days (average of 67 days in 2017 compared to 52 in 2018).

In addition, the Talent Outreach and Acquisition Section (TOAS) increased the number of talent pools to 29, creating a larger pool of “ready to hire” candidates. TOAS also reviewed 37,519 applications and conducted reference checks for 1,250 candidates. This led to 347 external appointments, of which half were female candidates. UNHCR played a key role in the creation of OneHR, the joint UN global service centre for human resource services. Starting in October 2018, UNHCR has been utilizing the reference verification services of OneHR for all International Professional appointments.

KEY AREA:

Minimum standards of occupational health and safety for UNHCR’s workforce are implemented across operations

Duty of care remained a priority for the organization. Assessment missions were undertaken in Afghanistan, Bangladesh, Jordan, Mali, Niger, Uganda and Ukraine to review the mandatory health support elements and available health facilities. Measures to

improve living conditions included the construction and refurbishment of staff housing and recreational areas, the installation of water systems, and projects to reduce dependency on non-renewable energy. Staff counsellors provided support to 2,375 staff and affiliates. Meanwhile, the Medical Section issued over 12,000 medical clearances, including 1,663 requests for medical clearance for hardship missions, which included individual travel advice and vaccination checks.

To increase support for the workforce in high risk duty stations, the Administrative Instruction on Measures in Support of Personnel in High-Risk Duty Stations (Non-Family Duty Stations Where Danger Pay Applies) was issued. Webinars and leaflets were produced to provide as much information as possible on living conditions in high risk duty stations, and close to 400 staff took part in psychological preparation sessions ahead of their assignments. In addition, and through the successful collaboration with the WFP, a humanitarian accommodation booking tool was developed, making all UNHCR guesthouses (92) available for online booking. As a result, workforce members were able to make better informed choices on their living conditions ahead of their assignment.

To foster an enabling environment for all colleagues, policies revised or issued in 2018 benefited from broad consultations to bring in diversity and inclusion considerations. This applies specifically to the revised Parental Leave Administrative Instruction, the High Risk Duty Station Administrative Instruction and to the ongoing work on the revision of the Flexible Working Arrangements Administrative Instruction.



GLOBAL STRATEGIC PRIORITY

MOBILISATION OF SUPPORT

ORGANIZATIONAL COMMITMENT

UNHCR MOBILIZES PUBLIC, POLITICAL, FINANCIAL AND OPERATIONAL SUPPORT THROUGH EFFECTIVE STRATEGIC PARTNERSHIPS, INTER-AGENCY COORDINATION, MULTIMEDIA COMMUNICATION, TARGETED CAMPAIGNS AND FUND-RAISING STRATEGIES.

RESULTS AND ACTIONS

KEY AREA:

Resource mobilization strategies are enhanced to increase funding from public and private sources, through existing and new creative approaches

In the context of unprecedented levels of global displacement and growing humanitarian needs, UNHCR continued to receive strong support from donors (from both public and private sources). In 2018, UNHCR raised a record level of voluntary contributions of \$4.140 billion. The assessed

contributions of the United Nations Regular Budget accounted for a further \$43 million, bringing total contributions to \$4.183 billion, of which \$422 million was received from private donors. Of the total contributions received \$617 million (15 per cent) were un-earmarked and \$754.6 million (18 per cent) were softly earmarked. Flexible funding is crucial to UNHCR's ability to quickly respond to crises and to support those operations that fail to attract donor interest. During the year, UNHCR issued six Supplementary Appeals to raise awareness for new emergencies or unforeseen needs.

UNHCR continued to broaden its donor base through strengthened advocacy and engagement with new and non-traditional governmental donors. It also continued to explore the opportunities offered by innovative funding sources from the private sector. UNHCR's income from the private sector in 2018 represented a 6 per cent growth compared to 2017. In the context of UNHCR's \$1 Billion Strategy, UNHCR will continue to focus its private sector partnerships investments on core markets with the greatest potential for income generation, whilst building the capabilities of developing markets to ensure future growth.

KEY AREA:

Partnerships with Member States of the Executive Committee, United Nations agencies, non-governmental organizations (NGOs) and other partners are maintained and enhanced through regular and substantive dialogue

After a year of extensive dialogue with Member States, international organizations, civil society, the private sector and other experts, 2018 came to a close with the historic affirmation by the United Nations General Assembly of the GCR. With strong partnerships essential for sustainable and comprehensive responses, UNHCR engaged a wide range of actors – States, development actors, international organizations, UN entities, the private sector, financial institutions, NGOs, academics, diasporas and civil society, to name a few, throughout the consultations and in developing of the Global Compact.

The Annual Consultations with NGOs, brought together 287 national and international NGOs, and focused in 2018 on “Putting People First”.

In 2018 UNHCR continued to expand its strategic partnerships with United Nations and other international organizations at the global and field level, both bilaterally and through collective action (e.g. grand bargain commitments, 2030 Agenda, etc.) In addition, UNHCR mobilized political and operational support through active engagement in inter-agency coordination. In 2018, the Regional Refugee Response plans launched by UNHCR covered 218 partners in 22 countries, appealing for more than \$8 billion under the leadership of Regional Refugee Coordinators, with the Syria Regional Refugee and Resilience Plan (the 3RP) co-led by UNHCR and

UNDP. More than \$4.574 billion was mobilized for these crises. In 2018, UNHCR supported a record number of local and national partners - 1,077 - entrusting them with \$1.407 billion.

2018 also saw positive results in the area of governance, with the Executive Committee Members growing to 102 members, reflective of increasing global interest in, and support of the work of UNHCR.

KEY AREA:

Strategic external communication activities are strengthened through targeted multimedia campaigns, timely public updates and increased outreach to target audiences, building a strong community of supporters

As part of the development of UNHCR's Global Strategic Communication, the organization continued to invest in strategic external communications to engage individuals, partners, government counterparts, and private sector to become supporters of refugees and other persons of concern. This was done through increased media and social media outreach (media interviews, press releases, briefing notes, news and feature stories), campaigns, flagship events and innovative partnerships. Raising awareness about UNHCR and its persons of concern is crucial to mobilize political and financial support for the persons UNHCR serves.

In 2018, UNHCR's #WithRefugees campaign, which aims to showcase the positive actions made around the world to help mitigate fear, intolerance and growing xenophobia towards refugees, entered its third year. Cities, companies, universities, foundations, faith-based organizations, youth groups and millions of people came together in support of the refugee cause with more than 30 million worldwide expressions of solidarity, and 1.8 million petition signatures calling for all refugees to have access to school, the possibility to work, and to have a safe place to live. By World Refugee Day 2018, UNHCR was able to bring together [a coalition group of over 450 members](#), many of whom are refugees themselves, and a commitment to promote tolerance and respect for people forced to flee. In addition UNHCR's flagship event – the Nansen Refugee Award, attracted increased media attention and public engagement.

KEY AREA:**Political and operational support from private and public sectors is expanded to improve the welfare of displaced populations and host communities**

Strong communication about refugees and operations, and improved donor visibility and reporting were key to the success of UNHCR's fundraising efforts and remain areas of continued attention.

In 2018, UNHCR continued to look to the private sector for ever greater financial support, as well as to contribute to providing solutions to refugees and host communities in the context of the CRRF, the GCR, and the 2030 Agenda for Sustainable Development. Individual donors, corporations, foundations and philanthropists were increasingly prominent partners by contributing with funding, in-kind donations, technical expertise, creativity and innovation to deliver critical programmes, and in raising awareness and engagement on the refugee cause. At the same time, funds from the private sector provided a growing source of mostly unearmarked income, giving flexibility in how and where these funds can be used, and allowing UNHCR to diversify its sources of funding.

