

2014

GLOBAL STRATEGY

IMPLEMENTATION REPORT



PUBLIC HEALTH
SETTLEMENT AND SHELTER
SAFE ACCESS TO FUEL AND ENERGY
LIVELIHOODS

MARCH 2015

Contents

INTRODUCTION	3
PUBLIC HEALTH	4
SETTLEMENT AND SHELTER	6
SAFE ACCESS TO FUEL AND ENERGY	8
LIVELIHOODS	10



Lebanon / Syrian Refugees / Asma'a, 12, pictured outside her family's shelter in the Bekaa Valley, Lebanon, on 8 January 2015. Winter storm 'Zina' swept through the region blanketing higher ground with snow and bringing harsh conditions to millions of refugees. UNHCR / A. McConnell / January 2015

COVER PAGE:
Somalia / IDPs / Faces of women and children from Hargeisa IDP settlement. / UNHCR / A. Webster / December 2006

Graphic Design: Alessandro Mannocchi / Rome

Introduction

Global Strategies At a Glance

Public Health:

All refugees are able to fulfil their rights in accessing life-saving and essential health care, HIV prevention, protection and treatment, reproductive health services, food security and nutrition, and water, sanitation and hygiene services.

Settlement and Shelter:

All refugees are able to satisfy their settlement and shelter needs in a safe, dignified and sustainable manner wherever they live, be it in urban and rural settings.

Safe Access to Fuel and Energy:

All refugees are able to satisfy their energy needs for cooking and lighting in a safe and sustainable manner, without fear or risk to their health, well-being and personal security.

Livelihoods:

All persons of concern are able to make a safe and sustainable living that meets their basic needs, contributes to their dignity, and provides for the full enjoyment of human rights.

In 2014, UNHCR launched four five-year global strategies for public health, settlement and shelter, livelihoods and safe access to fuel and energy (SAFE). These strategies set the direction of UNHCR's work in these core areas from 2014 through 2018.

The strategies complement each other and also the UNHCR strategies for education, child protection and sexual and gender-based violence that are already in place. All four strategies have a strong protection and solutions orientation, and are shaped by a common set of guiding principles aimed at ensuring equity, access and community empowerment through the age, gender and diversity approach.

Informed by UNHCR's policies on *Refugee Protection and Solutions in Urban Areas (2009)* and *Alternatives to Camps (2014)*, the strategies build on the assumption that enabling refugees to live in communities lawfully, peacefully and without harassment - in urban or rural areas - supports their ability to take responsibility for their lives, and enhances their contribution to the communities and host countries where they are living.

This paper highlights key results achieved on the implementation of the strategies in selected priority country operations. In 2014, a common focus has been to develop country-specific strategies, build capacity and support the institutional change required to build a solid country-specific foundation for further pursuing the strategy objectives. Improving monitoring of the related activities is an essential component of the strategies and will be a key focus in the years to come to ensure evidence-based programming and reporting. Above all, UNHCR coordinates with a diverse range of governments, UN agencies, international organisations, national and international NGOs, as well as corporate partners in its refugee operations in the implementation of the strategies.

The years ahead

UNHCR's Division of Programme Support and Management provides on-going support to UNHCR's Regional Bureaux and field operations for implementation of the strategies, including for development of country-specific strategies, deploying technical experts, introducing innovative operational approaches and technologies, engaging new partners, mobilising donor interest and implementing robust monitoring systems for effective measurement.

Global Strategy for Public Health

Public Health; HIV and Reproductive Health; Food Security and Nutrition; Water, Sanitation and Hygiene (WASH)

Vision: All refugees are able to fulfil their rights in accessing life-saving and essential health care, HIV prevention, protection and treatment, reproductive health services, food security and nutrition, and water, sanitation and hygiene services.

The lives of many refugees continue to be affected by disease and malnutrition, a lack of access to health and nutrition services, water and sanitation services and food insecurity. The *Strategy* provides a comprehensive response to these challenges.

The *Strategy* builds upon the strategic plan for public health implemented from 2008 to 2012. In 2014, UNHCR developed a regional health care strategy for Syrian refugees and new multi-year country level strategies for mainstreaming refugees into national health care structures in six countries, mounted a rapid response to disease outbreaks in three countries and supported the Ebola response in West Africa. UNHCR is monitoring progress on the implementation of the *Strategy* through the health information system *Twine*, which includes tools for public health, nutrition and WASH.

UNHCR maintained adequate levels of mortality and morbidity among refugees, with a specific focus on maternal and child health. Based upon a review of new-born health outcomes in among others Chad and Tanzania, UNHCR recently launched new *Operational Guidelines on Improving New-born Health in Refugee Operations*, which provide practical guidance aimed at reducing neonatal mortality.

UNHCR and WHO has developed and will introduce the joint *Mental Health Gap Action Programme (mhGAP) Intervention Guide* to promote the mental health and psychosocial well-being among refugees. UNHCR will further strengthen response to public health needs in new emergencies and for disease outbreaks. Development of the *Health Assessment and Utilization Survey (HAUS)* will aid in understanding problems refugees living outside of camp face in accessing health care.

Reproductive Health and HIV. Improving access to comprehensive reproductive health, maternal and new-born health services, the proportion of births attended by skilled personnel increased from 87 to 91 per cent.

UNHCR improved service delivery by ensuring sufficient qualified staffing, and not least the availability of the minimal initial service package (MISP) and early detection of complications during emergencies. UNHCR remains focused on ensuring access and adherence to anti-retroviral therapy (ART), supported by the newly released *Guidelines for the Delivery of Antiretroviral Therapy to Migrants and Crisis-Affected Persons in Sub-Saharan Africa*.

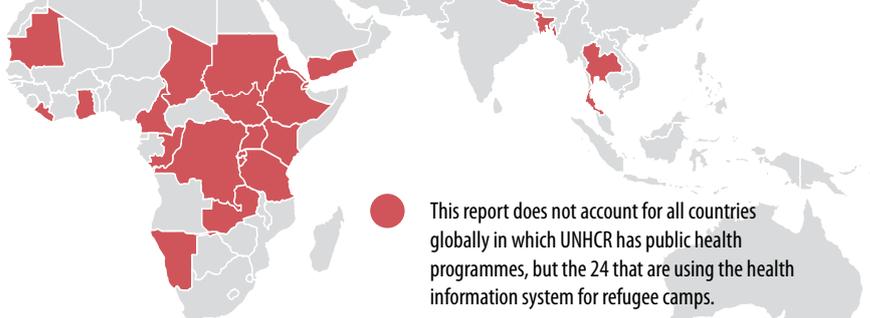
Food Security and Nutrition. The *Strategy* prioritizes infant and young children feeding (IYCF), to enhance chances of survival and promote healthy growth and development. Another key objective is the effective provision of up-to-date food security and nutrition information and analysis, to improve needs assessments to allow swift response to urgent problems and to strategize for medium and long-term responses. *Standardised Expanded Nutrition Survey (SENS) Guidelines* were promoted in order to improve monitoring of nutrition indexes.

UNHCR and WFP explored approaches to targeting food assistance in Chad. In 2015, UNHCR will review food-targeting methodologies in additional countries.

Water, Sanitation and Hygiene (WASH). 2014 emergency refugee influxes to Cameroon, Ethiopia, Kenya, South Sudan and Uganda posed challenges to maintaining the level of WASH services delivered. Yet an average of 19 litres of potable water per person per day was maintained, and refugees had increased access to quality sanitation. An updated WASH manual for refugee situations will be released by mid-2015.

With support from the Gates Foundation, UNHCR is reviewing the cost effectiveness of sanitation options for the Ethiopia and Uganda operations.

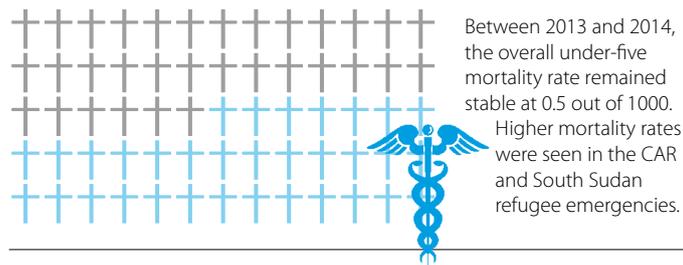
HEALTH INFORMATION SYSTEM (HIS) COUNTRIES



Progress on Implementation of the Strategic Objectives of the Global Strategy for Public Health

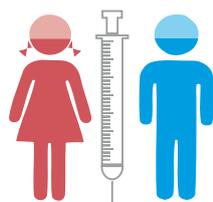
Strategic Objective: Improve access to quality primary health care programmes

KEY INDICATOR: Improve access to quality health care by persons of concern, measured in under-5 mortality rate



Strategic Objective: Improve childhood survival

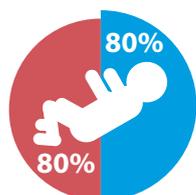
KEY INDICATOR: Increased coverage of infant vaccination, a.o. measured in measles vaccination coverage



Measles vaccination coverage remained 85%. UNHCR is working closely with national governments to improve refugees access to expanded immunization programmes.

Strategic Objective - HIV and Reproductive Health: Improve access to comprehensive reproductive health, maternal and new-born health services

KEY INDICATOR: Proportion of births attended by skilled personnel



Access to skilled birth attendants remained at 80%. UNHCR continues to support access to comprehensive reproductive health services.

Strategic Objective - Water, Sanitation and Hygiene (WASH):

#1) Supply of potable water increased or maintained

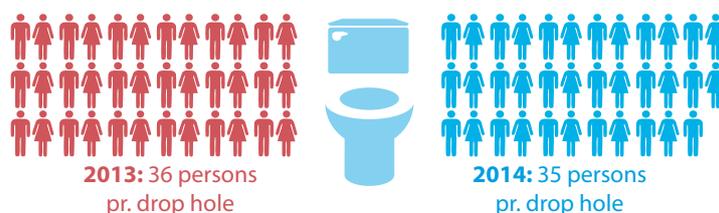
KEY INDICATOR: Refugees have safe access to water of sufficient quality and quantity, measured in average number of litres of potable water per person per day



Between 2013 and 2014 the average liter of water per person per day was maintained at 19 liters.

2) Improve safe access to quality sanitation

KEY INDICATOR: Refugees have safe access to quality sanitation, a.o. measured in number of persons per communal toilets/latrines



Strategic Objective - Food Security and Nutrition

KEY INDICATOR: Effective provision of up-to-date food security and nutrition information and analysis



Global Strategy for Settlement and Shelter

Vision: All refugees are able to satisfy their settlement and shelter needs in a safe, dignified and sustainable manner wherever they live, be it in urban and rural settings.

The *Strategy* guides more effective and innovative settlement and shelter strategies anchoring the refugee presence within the broader context of national and local development, services and infrastructure, society and the economy. In 2014, the *Strategy* was rolled out in 16 priority countries. In emergencies, UNHCR continues to work towards that all operations develop and implement technically sound and comprehensive settlement and shelter strategies using a phased approach, gradually moving towards more sustainable settlements and shelters.

Impact. UNHCR increased the percentage of strategy priority countries with comprehensive settlement and shelter strategies in place from 30 to 60 per cent. Integrating sustainable and technically-sound settlement and shelter strategies into the earliest stages of emergency response and contingency planning is essential.

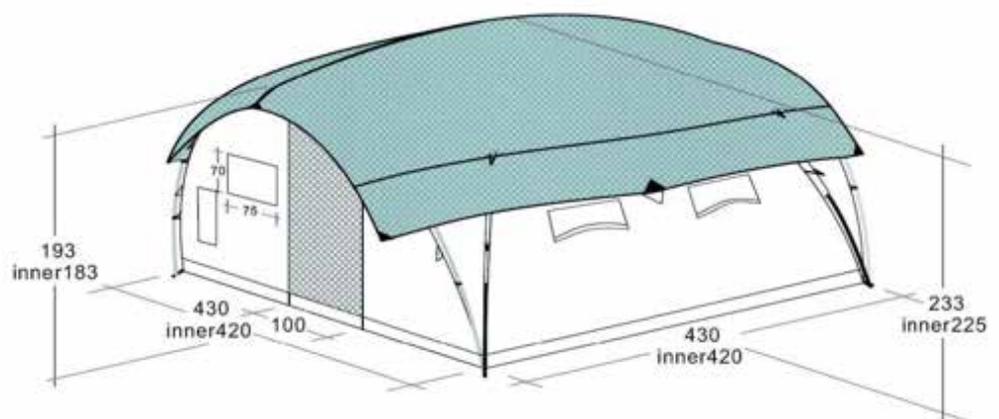
Support and service delivery. Ensuring effective emergency response and skilled technical support to field operations is a key component of the *Strategy*. During 2014, UNHCR deployed 32 experts, and dispatched 20 field missions and eight regional support missions to support capacity-building initiatives and establish effective coordination structures and mechanisms, drawing upon the essential support of such partners as the Danish Refugee Council (DRC), Norwegian Refugee Council (NRC), the Swedish Civil Contingencies Agency (MSB) and the Swiss Agency for Development Cooperation (SDC).

Innovation. UNHCR strives to promote a progressive evolution of shelter typologies and materials utilized, promoting innovative research and development for shelter solutions. A new self-standing family tent developed by UNHCR, the International Federation of Red Cross and Red Crescent Societies (IFRC) and the International Committee of the Red Cross (ICRC) will undergo final field testing in hot and cold climates in 2015. The 'Refugee Housing Unit' (RHU) developed by UNHCR and the Refugee Housing Unit, AB of Sweden, has completed testing and will be available for deployment in 2015.

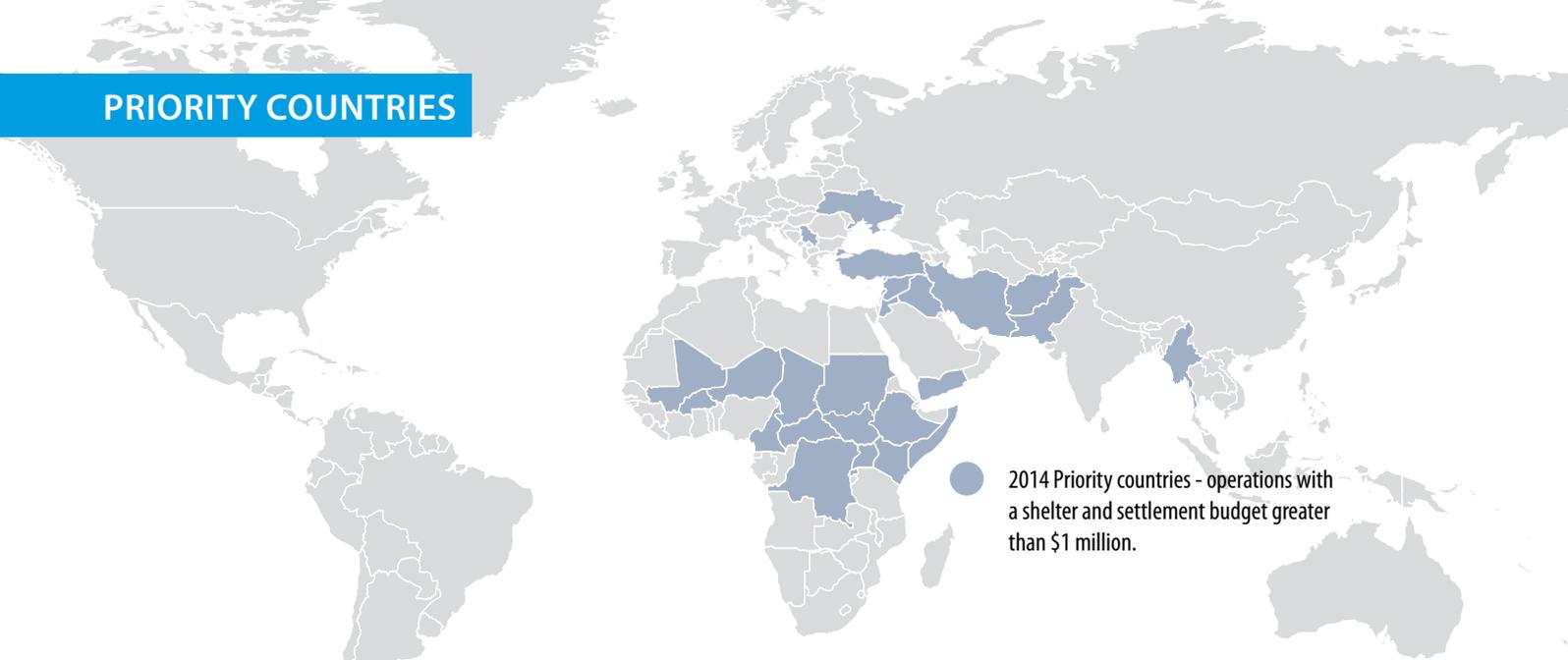
Sustainability and capacity building. A foundation stone of the *Strategy* is the "master plan" approach, which links settlements to surrounding communities in a more holistic and sustainable way.

In 2014, local and international capacity to deliver sustainable settlements and technically sound shelters was enhanced. UNHCR convened 20 site planning experts successfully introducing a pilot standardised toolkit for settlement design. Continued emphasis on capacity building will ultimately address strategy implementation challenges encountered throughout 2014, stemming from a lack of suitable and qualified technical experts available for deployment to emergencies. Yet, a certain period of time is required to yield the benefits of the newly created training initiatives. 2015 will see the launch of a new e-learning programme on alternative shelter and settlement solutions.

The self-standing tent is the result of development through a collaborative R&D project with IFRC and ICRC. The new design is scheduled for climate testing in 2015.



PRIORITY COUNTRIES



● 2014 Priority countries - operations with a shelter and settlement budget greater than \$1 million.

Progress on Implementation of the Strategic Objectives of the Global Strategy for Settlement and Shelter

Strategic Objective 1 - Settlement:
 Enable refugees to access and live in dignity in secure settlements that improve their social, economic and environment quality of life as a community

KEY INDICATOR 1: # of experts having benefitted from dedicated physical site planning training

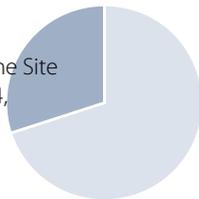
KEY INDICATOR 2: % of local staff included in training initiatives



Pilot Physical Site Planning Toolkit

UNHCR conducted a dedicated Site Planning training in November 2014, introducing a pilot standardised toolkit for settlement design.

Out of the 20 experts trained during the Site Planning Workshop in November 2014, **6 were local staff.**



Strategic Objective 2 - Shelter:
 Enable refugees to access shelter and settlement solutions that provide privacy, security and protection from the elements, emotional support and a space to live and store belongings in a dignified manner

KEY INDICATOR: % of 2014 priority countries with validated shelter strategies



In 2014, the % of operations implementing a comprehensive strategy has increased from 30% to 60% of all priority countries.

Strategic Objectives 1+2: Settlement and Shelter

KEY INDICATOR 1:
 # of deployments to support emergency operations

2014 has seen an increase in deployments to support country operations.

2013

25 missions by HQ

19 deployments through stand-by partner collaboration

8 support missions by regional experts

2014

20 missions by HQ

32 deployments through stand-by partner collaboration

8 support missions by regional experts

KEY INDICATOR 2: # of settlement, shelter and site planner professionals available for deployment to support missions

Throughout 2014, UNHCR has developed a new platform to support a managed roster of sectoral experts. This platform will be populated throughout 2015 to support future deployments.



Physical Site Planner



Shelter Officer



Shelter Cluster Coordinator

Global Strategy for Safe Access to Fuel and Energy

Vision: All refugees are able to satisfy their energy needs for cooking and lighting in a safe and sustainable manner, without fear or risk to their health, well-being and personal security.

UNHCR launched the *Strategy* to improve refugee safe and reliable access to energy for cooking, lighting and power. Lack of access to sustainable and well-managed energy sources give rise to protection and security risks. The *Strategy* ensures that domestic energy programmes respond to protection concerns across sectors, ranging from health and nutrition to livelihoods, education and the environment.

In 2014, five priority countries developed context-specific energy strategies supported by the ProAct Network and the Global Alliance for Clean Cookstoves. In line with the *Strategy's* objective on preparedness and response planning through emergency contingency plans, two of the energy strategies also include emergency response.

Impact measurement. Setting the foundation for improved monitoring of natural resources management and domestic energy activities, UNHCR conducted a large-scale comprehensive baseline assessment in four countries, which will inform the future provision of energy fuel-efficient technologies and renewable energy alternatives to refugees at the household level.

Service delivery. In line with the *Strategy's* objective of enabling access to fuel-efficient technologies and renewable energy at the household level, UNHCR's Core Relief Item catalogue was expanded to contain

the most technologically relevant energy items. UNHCR distributed cookstoves and solar lanterns in priority countries to 46,000 and 73,000 families respectively through funding from Foreign Affairs, Trade and Development Canada (DFATD) and the IKEA Foundation. Ethiopia and Kenya introduced clean cookstoves in school-feeding programmes in order to increasingly satisfy institutional needs through sustainable energy initiatives.

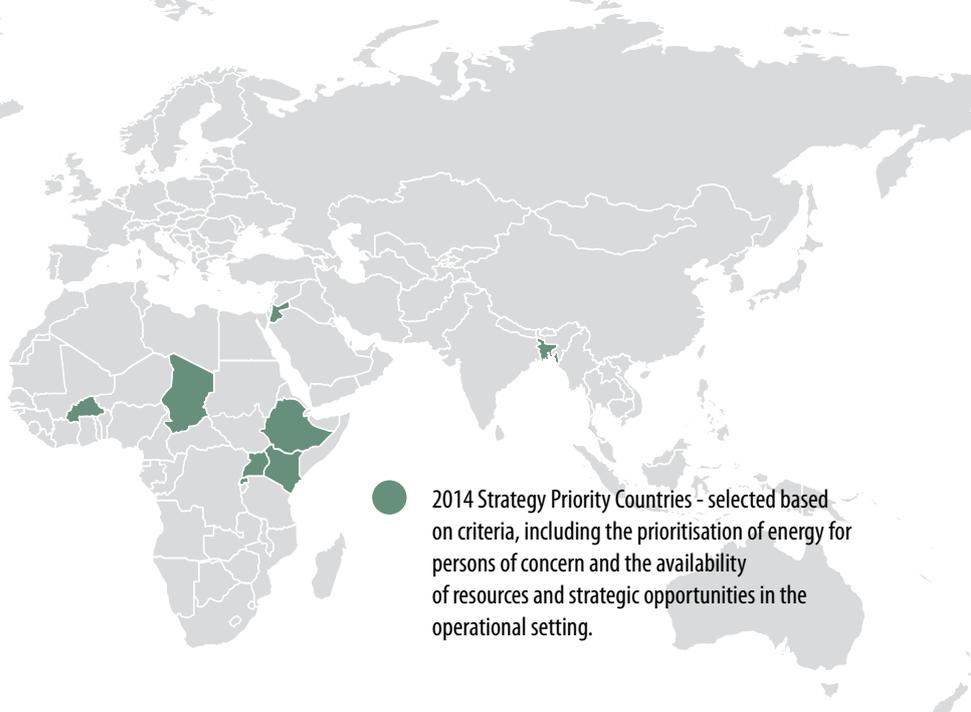
Innovation. The country level strategies developed innovative technology, such as bio-gas production and solar-powered cooking stoves, while closely linking energy interventions to other relevant areas, including protection and livelihoods.

Sustainability and capacity building. With the deployment of energy experts to priority countries, a solid foundation has been laid for sustainably pursuing further roll out of the *Strategy*. Recognizing that sustainability of interventions poses a challenge, UNHCR increased community-based interventions, such as the Liter of Light community based light production, and community environmental management efforts, promoting community-managed, multi-purpose and agroforestry activities as resource banks, both in and around settlements/camps, particularly through the establishment of woodlots that can supply fuel.



A group of displaced girls collect firewood in Chad. In 2014, UNHCR conducted its first large-scale baseline assessments on energy through the Light Years Ahead Initiative in Chad, Ethiopia, Kenya and Uganda. Assessment outcomes shed light on fuel sources and energy consumption patterns among persons of concern, and will inform overall programmatic aspects related to the distribution of cook stoves, solar lanterns and solar street lights. / UNHCR / H. Caux

PRIORITY COUNTRIES



● 2014 Strategy Priority Countries - selected based on criteria, including the prioritisation of energy for persons of concern and the availability of resources and strategic opportunities in the operational setting.

Progress on Implementation of the Strategic Objectives of the Global Strategy for Safe Access to Fuel and Energy

Strategic Objective 1: Integrate energy needs into emergency planning and response

KEY INDICATOR: # of priority countries with emergency contingency plans that include energy



2 out of 5 priority countries with emergency and contingency plans that include energy

Strategic Objective 2: Support the achievement of identified energy goals through the development of comprehensive country programme energy strategies and action plans to meet refugees' energy needs

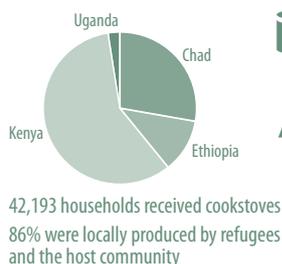
KEY INDICATOR: # of priority countries with validated strategies that address household and institutional energy needs

Burkina Faso	✓
Chad	✓
Ethiopia	✓
Kenya	✓
Rwanda	✓

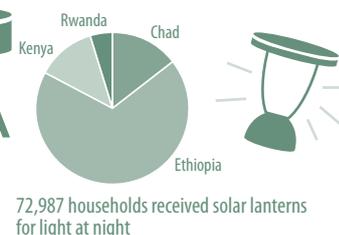
5 out of 5 Strategy Priority Countries are in the process of validating their energy strategies. The total number of priority countries is 10. The rest will follow in 2015.

Strategic Objective 3: Enable access to fuel-efficient technologies and renewable energy at the household level

KEY INDICATOR: # of households in priority countries that have received a clean cookstove



KEY INDICATOR: # of households in priority countries that have received a solar lantern



Strategic Objective 4: Increase support for institutional energy needs through fuel-efficient technologies and renewable energy

KEY INDICATOR: # of priority countries with school feeding programmes using institutional clean stoves



Strategic Objective 5: Promote community-managed, multi-purpose and agroforestry activities as resource banks, both in and around settlements/camps

KEY INDICATOR: # of priority countries that have included woodlots in their energy strategies

Implementation to begin in 2015

Global Strategy for Livelihoods

Vision: All persons of concern are able to make a safe and sustainable living that meets their basic needs, contributes to their dignity, and provides for the full enjoyment of human rights.

The *Global Strategy for Livelihoods* is improving the quality of UNHCR's livelihoods programming and build our capacity for planning and implementing effective market-based interventions, working in collaboration with governments and partners, including development actors and, importantly, the private sector.

In the first year of implementation, UNHCR has focused on thirteen priority country operations selected based on several factors, such as the budget allocated to livelihoods, technical capacity, and general commitment to developing livelihoods initiatives. Six priority countries have developed context-specific, multi-year plans founded on evidence-driven and market-based approaches that seek to achieve sustainable impact.

Support and service delivery. UNHCR and partners support market-driven livelihoods interventions including training, education and employment opportunities. In 2014, UNHCR trained more than 900 beneficiaries in Cambodia, India, Malaysia and Thailand on the Community-Based Enterprise Development (C-BED) methodology, as a low-cost, easily implementable training approach for helping entrepreneurs and microbusiness owners to improve their businesses.

Impact measurement. Development of strategic plans and socio-economic baseline and markets assessments, improves planning, learning and practice on successful approaches to livelihoods development. 10 priority country operations conducted socio-economic profiling exercises of refugees and nine undertook market assessments. In 2015, UNHCR will also be supporting new academic research to learn more about the economic impact of refugees on the local, national and regional economy.

UNHCR has developed the *Minimum Criteria for Livelihoods Programming* to support planning for 2016—2017, based upon analysis of survey results from 33 country operations. The Minimum Criteria set benchmarks in areas such as assessment, strategic planning, technical staffing and partnerships, with the objective of guiding operations toward more effective, sustainable and results-based livelihoods programming.

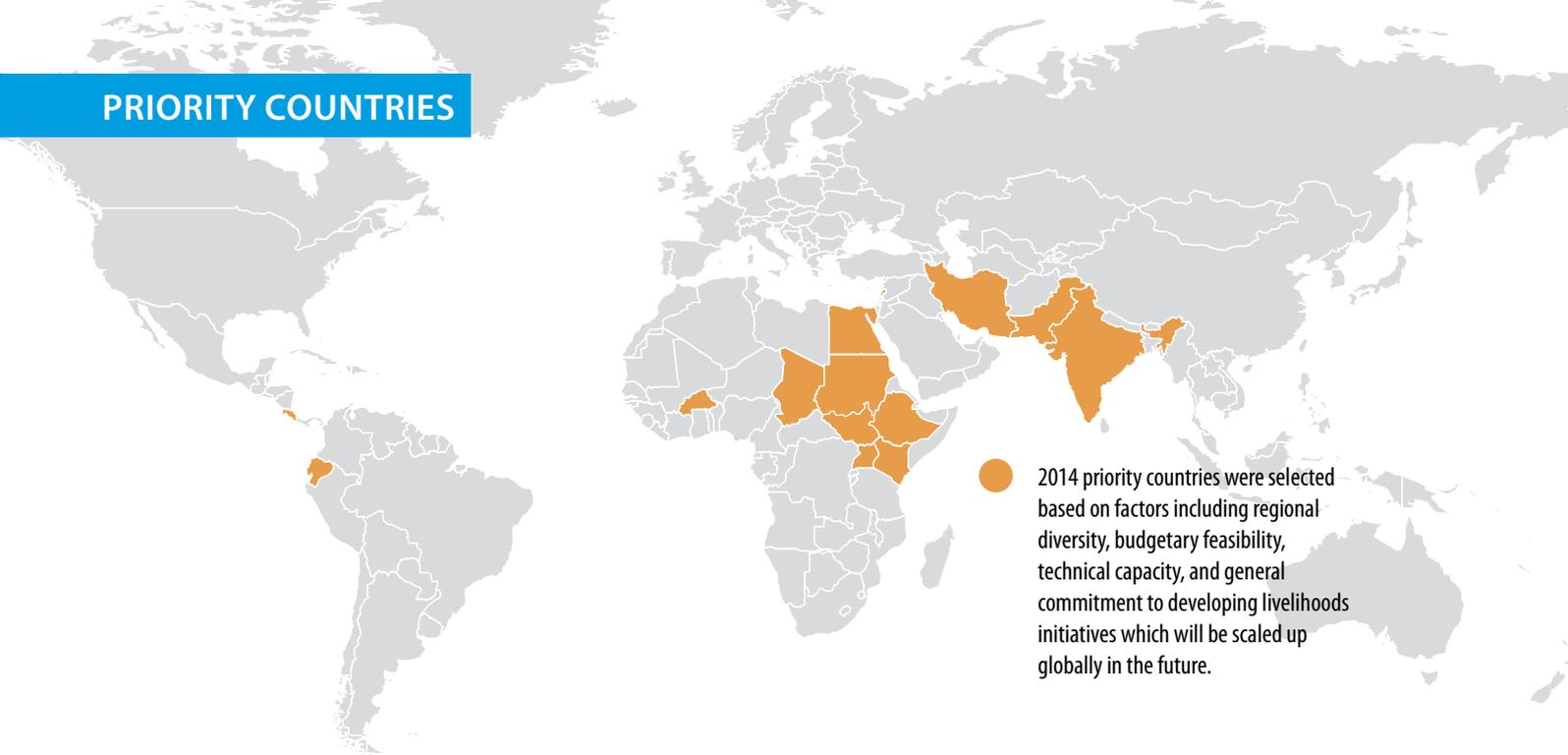
Innovation. Through the *Strategy*, UNHCR sets out to develop and expand proven and innovative ways of supporting refugees' economic self-reliance, such as data-outsourcing and microwork, i.e., small tasks completed by individuals over the internet. An online community of practice for livelihoods has been launched, which uniquely allows direct participation by refugees. UNHCR piloted the Graduation Approach in Costa Rica, Ecuador, and Egypt. In Costa Rica and Ecuador, about 250 and 500 participants, respectively, will join the programme during the first phase. These experiences and results are being documented to support the broader implementation of the Graduation Approach in UNHCR's global programmes.

Sustainability and capacity building. Shifting livelihoods programming towards a market-driven, results-based approach on a global scale requires a change in institutional approach. The implementation of the *Strategy* is supported by a Livelihoods Advisory Board composed of experts from BRAC University, CGAP (the Consultative Group to Assist the Poor), Ford Foundation, ILO, International Trade Centre (ITC), Rockefeller Foundation, the SEEP network and the University of Illinois.



Syrian Chef, Galal, 35, at the busy Bab Elhara Restaurant in Cairo. The rollout of the Graduation Programme in Egypt provided employment and self-employment services as an alternative to enhance food security and self-reliance. In 2014, over 549 individuals entered employment and over 367 individuals started a business through the project. / UNHCR / S. Baldwin / July 2013

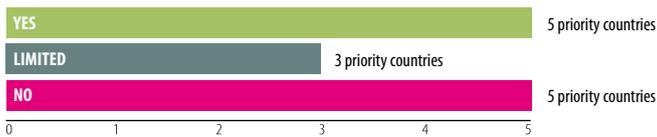
PRIORITY COUNTRIES



● 2014 priority countries were selected based on factors including regional diversity, budgetary feasibility, technical capacity, and general commitment to developing livelihoods initiatives which will be scaled up globally in the future.

Strategic Objective 1: Promote the right to work and the right to development

Priority countries where refugees have the right to work in the formal economy



10 of the 13 priority countries are signatories to the 1951 convention related to status of refugees.

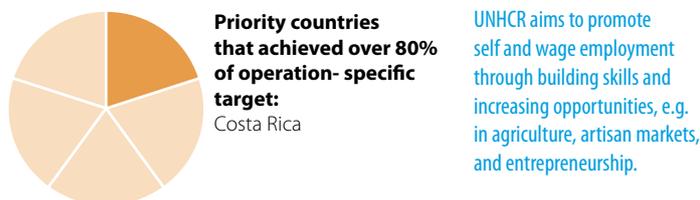
Strategic Objective 2: Enable people to preserve and protect their productive assets as well as meet their immediate consumption needs

Priority countries which have conducted a socio-economic baseline assessment (2012 - present)



Strategic Objective 3: Develop and expand proven and innovative ways of supporting refugees' economic self-reliance

% of persons of concern (18-59 yrs) with own business / self-employed for more than 12 months



Strategic Objective 4: Improve planning, learning and practice on successful approaches to livelihoods development and their impact on self-reliance

Priority countries which have conducted a market assessment (2012 - present)



Priority countries which have developed validated context-specific livelihoods strategic plans (2012 - present)



GLOBAL STRATEGY FOR LIVELIHOODS 2014-2018



Available
online:



www.unhcr.org/livelihoodsstrategy

GLOBAL STRATEGY FOR PUBLIC HEALTH 2014-2018

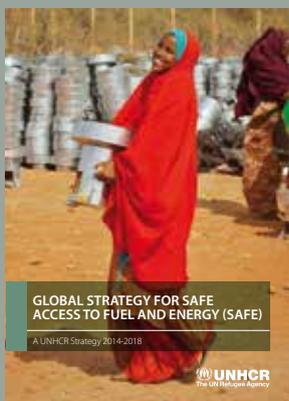


Available
online:



www.unhcr.org/phstrategy

GLOBAL STRATEGY FOR SAFE ACCESS TO FUEL AND ENERGY (SAFE) 2014-2018

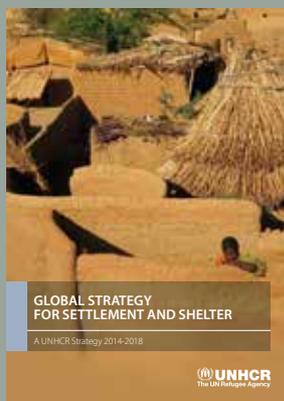


Available
online:



www.unhcr.org/energystrategy

GLOBAL STRATEGY FOR SETTLEMENT AND SHELTER 2014-2018



Available
online:



www.unhcr.org/shelterstrategy

United Nations High Commissioner for Refugees

Rue de Montbrillant, 94
CH – 1202 Geneva
Switzerland

www.unhcr.org