UNHCR
The UN Refugee Agency

2017

GLOBAL STRATEGIC PRIORITIES

PROGRESS REPORT

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INTRODUCTION

The Global Strategic Priorities (GSPs) continue to emphasize areas of critical concern to UNHCR within its overall efforts to strengthen protection, provide assistance and seek solutions for refugees and other persons of concern. Representing a common set of key priorities and a planning guide for UNHCR operations worldwide, the GSPs also assist field operations in the implementation of overall strategies.

They are divided into two categories. The first category contains eight operational GSPs with 22 related indicators applying to field operations, whilst the second category contains eight support and management GSPs that focuses on the functions provided by headquarters and regional offices. The GSPs on Support and Management underpin UNHCR's organizational commitment to strengthen operational responses and improve efficiency and effectiveness across a range of functional areas.

The GSPs are also reflected in the global priorities of the 2030 Agenda set in the Sustainable Development Goals (SDGs). Within the framework of protection and solutions, UNHCR's Global Strategic Priorities cover many areas formulated in the individual SDGs including on food security, health, education, gender equality, water and sanitation, livelihoods, and peace and justice. 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.

Where operations face challenges in progressing some priority areas, it is most often linked to the difficulty of accommodating a comprehensive response within finite resources, and the need to prioritize certain interventions over others. Operations continue to engage in discussions with the 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 they have to shift resources to address urgent emergency needs.

2017 PROGRESS AT A GLANCE

OPERATIONAL GSPs

FAVOURABLE PROTECTION ENVIRONMENT

➜ Legislative changes enhancing the protection of asylum-seekers and refugees were reported in 27 countries.

➜ Improvements in the national laws and policies for internally displaced persons (IDPs) were reported in 10 countries.

➜ 12 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 56,500 stateless persons or those with undetermined nationality acquiring or having their nationality confirmed.

FAIR PROTECTION PROCESS AND DOCUMENTATION

➜ 64% of 53 situations maintained or increased the systematic issuance of birth certificates for newborn children.

➜ 81% of 96 situations maintained or increased the levels of individual registration.

SECURITY FROM VIOLENCE AND EXPLOITATION

➜ 85% of 104 situations maintained or improved the provision of support to known sexual and gender based violence (SGBV) survivors.

➜ 79% of 70 situations reported maintained or increased community involvement in prevention and protection of SGBV survivors.

➜ 65% 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.

➜ 71% of 44 situations increased non-discriminatory access to national child protection and social services.

BASIC NEEDS AND SERVICES

➜ 62% of 98 surveyed camps or settlements met UNHCR's standard for global acute malnutrition (≤10 %).

➜ All 135 monitored sites met UNHCR's standard for mortality among children under five years old (<1.5/1000/month).

➜ 59% of 70 situations maintained or increased the percentage of households living in adequate dwellings.

➜ 85% of 46 situations maintained or increased levels of water supply at sites.

COMMUNITY EMPOWERMENT AND SELF-RELIANCE

➜ 53% of 58 situations maintained or increased the participation of women in leadership structures.

➜ 53% of 65 situations reported improvements in the relations between persons of concern and local communities.

➜ 84% 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.

➜ 63% of 96 situations maintained or increased the enrolment rate of primary school-aged children.

DURABLE SOLUTIONS

➜ 55% of 42 situations reported some improvement in the local integration of refugees.

➜ 79% of 42 situations reported supporting refugees to repatriate voluntarily, in safety and dignity, where conditions permitted.

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 27 COUNTRIES | total of 80 countries

RESULTS AND ACTIONS

The adoption of laws or legislative changes was reported in 43 countries, with 27 showing improvement and 13 countries showing restrictions to refugee rights. In the exercise of its supervisory responsibility, UNHCR supported the preparation and drafting process, and provided comments and expert advice on international and regional refugee law and related issues. UNHCR advocated for the inclusion of civil society representatives in legislative reform processes. At the end of 2017, 148 States were party to either the 1951 Convention Relating to the Status of Refugees or its 1967 Protocol, or both. In addition, 46 of the African Union's 54 Member States were party to the 1969 OAU Convention Governing the Specific Aspects of Refugee Problems in Africa (OAU Convention). Approximately, 136 UN Member States have national asylum/refugee laws, or general immigration or 'alien' laws or decrees that regulate refugee protection issues. In 2017, UNHCR welcomed progress towards an agreement on the Arab Refugee Convention by the League of Arab States.

OPERATIONAL HIGHLIGHTS

➲ **In Djibouti,** the new refugee law, promulgated in January 2017, was complemented by two decrees. One is on eligibility procedures and the other is to facilitate the implementation of the law in terms of refugees' access to employment and services, such as health care and education.

➲ **In Ecuador,** the government passed a Human Mobility Law providing refugees with full residency rights and supporting their integration.

➲ **In Ethiopia,** a Comprehensive Refugee Proclamation facilitated opportunities for refugees to work, enrol in education and enjoy freedom of movement.

➲ **In Georgia,** a modification of the Law on International Protection brought its provisions more closely in line with the 1951 Convention by strengthening procedural safeguards and establishing procedures for the cancellation, cessation and revocation of refugee status.

➲ **In Zambia,** the 2017 Refugee Act represented a significant shift from the 1970 Refugee Control Act, enabling the Government of Zambia to implement a settlement approach and grant refugees a number of rights, including the right to work and access services, as well as allowing for applications for permanent residency and naturalization.

Chef Timothy Desmond Eze from Nigeria prepares jollof rice with chicken, vegetables and fried plantain at La Buvette des Bains restaurant in Geneva, during the first Swiss edition of the Refugee Food Festival.
© UNHCR/Mark Henley

MEETING KEY CHALLENGES

Despite positive developments, some States continue to take a restrictive approach to domesticating their international legal obligations, narrowing the scope and content of refugee legislation. Bringing about positive changes in national legislation is a long process, involving many stakeholders across all branches of government. It requires careful and patient advocacy work, and strategic partnerships at international, national and local levels, including with the legislature, judiciary and legal communities. While States often solicit UNHCR's views on proposed legislative changes, sometimes at short notice, UNHCR's views are not always subsequently followed. This has increasingly led to the adoption of legislation with reduced protection safeguards or with provisions that may be at variance with the international and/or regional legal obligations of the concerned country.

In addition, while many States have adopted an asylum or refugee law, a myriad of other legislation is relevant to understand how refugee rights are regulated. Despite these challenges, UNHCR plays an important role in the improvement of national laws, policies and practices, through developing authoritative guidance, submitting formal or informal comments to legislative proposals, promoting international protection principles, organizing trainings, seminars and roundtables, and capacitating state asylum systems.

GLOBAL AND REGIONAL INITIATIVES

In guiding the interpretation and application of legal standards relevant for the protection of refugees, UNHCR issued Guidelines on International Protection No. 13 on the applicability of Article 1D to Palestinian refugees. UNHCR also issued numerous other guidance documents on various issues, including the meaning of migrants in vulnerable situations and persons in need of international protection, search-and-rescue operations involving refugees and migrants at sea, seizure and search of electronic devices of asylum-seekers, modalities for processing asylum claims, refugee protection for people fleeing conflict and famine-affected countries, and the standard of treatment of refugees recognized under the 1969 OAU Convention. UNHCR also issued important country-specific eligibility guidance and filed 19 formal court interventions in nine jurisdictions around the world on the interpretation and application of legal standards for the protection of refugees.
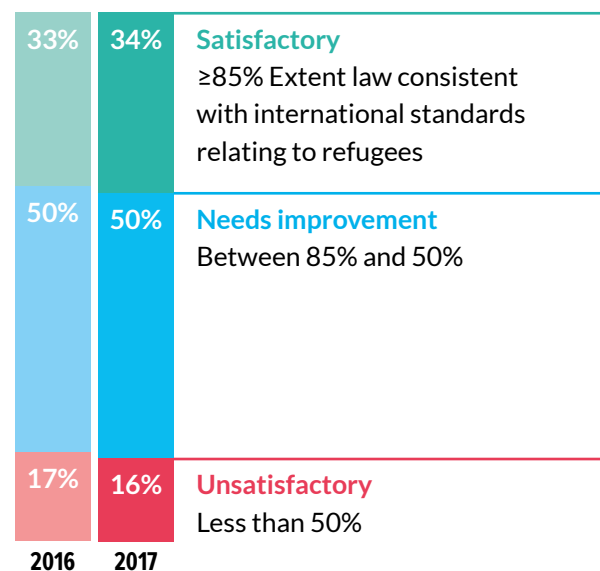
Most legislative developments were again seen in Europe in 2017. These developments were mostly responses to the refugee and migration challenges on the continent and/or political pressure, or because countries neighbouring the European Union aspire to the same legislative standards. UNHCR prepared commentaries on some of the newly proposed EU asylum instruments.

In the Americas, the Cartagena+30 process and the Brazil Plan of Action continued to provide a strong platform for recalling the importance of the 1984 Cartagena Declaration, its success and continued relevance, and in particular, the need for consolidation of national protection frameworks. UNHCR signed a Memorandum of Understanding with MERCOSUR to promote international refugee law and adherence to international protection instruments, as well as the implementation of joint activities for the protection of refugees. UNHCR also coordinated three subregional thematic consultations focusing, inter alia, on the quality of asylum. Several countries in the region introduced a humanitarian visa scheme for people displaced by natural disasters or for country-specific situations such as the Syrian Arab Republic. In response to situation

in Bolivarian Republic of Venezuela, several countries provided a range of protection-oriented arrangements, including temporary protection, stay or visa arrangements.

In the MENA region, while many countries remain in a process of legislative change, notably Iraq, Mauritania, Morocco and Tunisia, none have adopted new laws on refugees and asylum-seekers. In Iraq, UNHCR actively supported the Government by providing technical advice on a draft refugee law and organizing a workshop with representatives of relevant Ministries. In Africa, the application of the Comprehensive Refugee Response Framework led to legislative developments in Djibouti and Ethiopia. In Asia, important legislative processes are ongoing with technical support from UNHCR, notably in Afghanistan, Japan, Pakistan and Vanuatu, notwithstanding the latter two States not being a party to the 1951 Convention or its 1967 Protocol.

LEGISLATION ON REFUGEES

2016	2017	
33%	34%	**Satisfactory** ≥85% Extent law consistent with international standards relating to refugees
50%	50%	**Needs improvement** Between 85% and 50%
17%	16%	**Unsatisfactory** Less than 50%

Note: According to the weighted criteria provided in the Indicators Guidance.

GLOBAL STRATEGIC PRIORITY
LAW AND POLICY ON IDPS

Seek improvement to national law and policy in 20 countries, so as to be consistent with international standards concerning internally displaced persons

IMPROVEMENTS IN 10 COUNTRIES | total of 20 countries

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RESULTS AND ACTIONS

Ten countries made improvements to national laws and policies on internally displaced persons (IDPs). To support these changes, UNHCR built the capacity of key stakeholders, including governmental authorities and civil society organizations, assisted national authorities with law or policy development through provision of legal advice, and advocated for alignment of law and policy with the Guiding Principles on Internal Displacement.

OPERATIONAL HIGHLIGHTS

⊙ **In Colombia,** UNHCR supported the implementation of the Victims' Law by deploying three experts to the Victims' Unit[1], which leads the National System for the Attention and Reparation of Victims (SNARIV). The experts worked within the Unit on different objectives, including proposing adjustments in components of public policy on the social and economic stabilization of IDPs and by supporting the mainstreaming of the age, gender and diversity approach in returns, relocations and local integration.

⊙ **In Georgia,** UNHCR supported the government with technical guidance to amend specific provisions of the IDP law, including the broadening of the IDP definition in accordance with the definition found in the Guiding Principles on Internal Displacement.

⊙ **In Iraq,** UNHCR provided legal advice to the Implementation and Follow-up Committee for National Reconciliation and carried out several capacity-building events on IDP law and policy for relevant authorities.

⊙ **In Mali,** UNHCR conducted a training session with government authorities, civil society members and humanitarian organizations on the African Union Convention for the Protection and Assistance of IDPs in Africa (Kampala Convention) and the steps that need to be taken to develop a national law on internal displacement.

⊙ **In Ukraine,** UNHCR submitted suggestions on five draft laws to the government and central authorities, including on pensions for IDPs and residents of non-government controlled areas, and on several bylaws, such as an IDP integration and durable solutions strategy.

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[1] For more information see the website of the Victims' Unit (in Spanish *Unidad para las víctimas*): https://www.unidadvictimas.gov.co/.

MEETING KEY CHALLENGES

Communication with populations affected by changes to law and policy is often challenging due to the technical nature of the legal language used in law and policy documents relating to rights of IDPs. In Ukraine, the UNHCR operation highlighted the need to develop advocacy messages around the impact of law and policy in accessible language, leveraging traditional and social media to access populations concerned by changes. Limited financial and human resources remain another key challenge worldwide. In Colombia, budgetary constraints for coordination and implementation of public policy for IDPs forced UNHCR to prioritize its efforts in specific geographical areas.

GLOBAL AND REGIONAL INITIATIVES

The Global Protection Cluster Task Team on Law and Policy (GPC-TTLP), currently co-chaired by UNHCR and the Special Rapporteur on the human rights of IDPs, provided technical advice on draft laws, policies and strategies related to IDPs, and organized capacity-building activities with a range of actors. The GPC-TTLP supported two regional trainings of trainers on law and policy-making on internal displacement, with participants from 17 African countries.

UNHCR, in collaboration with partners from the GPC-TTLP, contributed to a review of the normative framework relating to the protection of IDPs in Mali and published a report on the findings. The review was conducted to support the Government's legislative efforts to bring the national framework in line with the Kampala Convention, which was ratified by Mali in 2012.

Following the first meeting of the Conference of State Parties to the Kampala Convention, the GPC-TTLP sent a joint letter to the Bureau for the Conference of State Parties, highlighting areas for collaboration and the exchange of expertise

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UNHCR supported and facilitated the International Institute of Humanitarian Law's 13th annual course on the law on internal displacement, which was held in Italy for the representatives of governments from nine countries.

General views of Kutupalong refugee camp OO zone for Rohingya refugees in Bangladesh. OO Zone is one of the 22 newly built camp areas for Rohingya refugees, established since the August 25 influx.
© UNHCR/Jordi Matas

LAW AND POLICY ON IDPs
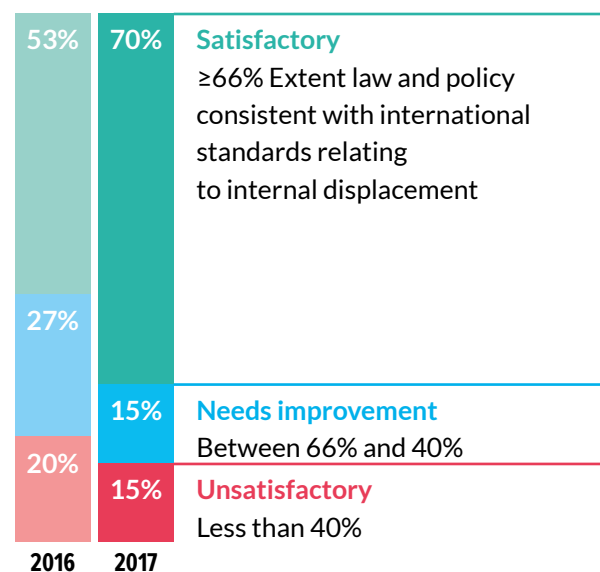
2016	2017	
53%	70%	**Satisfactory** ≥66% Extent law and policy consistent with international standards relating to internal displacement
27%		
	15%	**Needs improvement** Between 66% and 40%
20%	15%	**Unsatisfactory** Less than 40%

Note: According to the weighted criteria provided in the Indicators Guidance.

GLOBAL STRATEGIC PRIORITY
LEGISLATION ON STATELESSNESS

Seek improvement in citizenship laws in 41 countries, so as to be consistent with international standards on the prevention of statelessness

IMPROVEMENTS IN 12 COUNTRIES | total of 41 countries

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RESULTS AND ACTIONS

Twelve countries took steps to improve their citizenship laws and more closely align them with international standards to prevent statelessness. UNHCR focused its advocacy and technical advice on the importance of introducing safeguards against statelessness at birth and later in life. The introduction of these safeguards is one of the goals of the #IBelong Campaign to End Statelessness by 2024, which aims to resolve existing situations of statelessness and prevent new cases of statelessness from occurring.

Seek to increase the percentage of stateless people who acquire or confirm nationality in 16 situations

IMPROVEMENTS IN 13 SITUATIONS | total of 16 situations

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RESULTS AND ACTIONS

A number of States took important steps to grant nationality to stateless people, with at least 56,508 stateless people 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 documents confirming their nationality in several countries, including Côte d'Ivoire, Kazakhstan, Kenya, Kyrgyzstan, Latvia, Malaysia, the Philippines, the Russian Federation, Sweden, Tajikistan, Thailand, Turkmenistan and Uzbekistan. 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

- **Brazil** issued a decree providing for a statelessness determination procedure and facilitating naturalization of stateless people. A recognized stateless individual can now acquire Brazilian nationality after living in the country for two years. The decree also guarantees economic and social rights for stateless persons, as well as rights to family reunification and protection from return to places where their lives might be in danger for applicants not recognized as stateless.

- **In Bulgaria,** the Government established a statelessness determination procedure and granted the status of stateless for the first time.

- **Burkina Faso** and **Luxemburg** acceded to the 1961 Convention on the Reduction of Statelessness.

- **In Burkina Faso, Guinea, and Mali** UNHCR supported the governments to develop national actions plans to end statelessness.

- **Madagascar and Sierra Leone** both amended their nationality laws to allow women to confer their nationality to their children on an equal basis as men. The Madagascar reforms also mean that loss of Madagascan nationality no longer affects the concerned person's spouse and children.

- **Thailand** passed a resolution on "Guidance and Measures to Address Legal Status Problems and Problems of Stateless Persons in Thailand" under which certain children are eligible to apply for Thai nationality. These include children born to parents from ethnic minority groups that were registered by the Ministry of Interior and who have lived in Thailand for no less than 15 years; children who were born in Thailand to foreigners and have graduated from university; and abandoned children whose parents are unknown and who meet certain other requirements. Some 80,000 people are likely to benefit from this resolution, including 61,070 stateless individuals who were not previously included in the Government's statistics on the registered stateless population.

MEETING KEY CHALLENGES

While support for the #IBelong Campaign generally continued to grow, the appeal that was launched in December 2016 to draw attention to the financial resources needed to strengthen implementation of the Campaign did not attract the required funding. This had a negative impact on the capacity of UNHCR to support efforts to end statelessness around the world in 2017. National security concerns and growing hostility towards "outsiders" in some parts of the world, led to regressive legal reforms facilitating the deprivation of citizenship, including in cases that could lead to statelessness. In some countries hosting large stateless populations, raising awareness about statelessness and encouraging the political will to resolve it remained a major challenge.

GLOBAL AND REGIONAL INTIATIVES

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UNHCR worked successfully on statelessness with the League of Arab States for the first time, achieving the adoption of two relevant draft declarations at the working level. UNHCR continued its partnership with ECOWAS, and supported the adoption of the legally binding "Banjul Plan of Action on the eradication of statelessness in West Africa". A new partnership with the International Conference of the Great Lakes Region (ICGLR) saw the adoption of a new Ministerial Declaration on Statelessness that will help pave the way for significant reforms in ICGLR States.

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UNHCR and the United Nations Children's Fund (UNICEF) adopted more than a dozen joint operational strategies to bring the Coalition on Every Child's Right to Nationality to life. UNHCR also worked to include statelessness in the operational partnership with the World Bank on the new "Principles on Identification for Sustainable Development", which encourages inclusion of stateless populations in ID systems, and the improvement of data on stateless populations through the Joint Data Centre on Forced Displacement.

UNHCR supports the Philippine Health Insurance Corporation (PhilHealth) in facilitating the issuance of the PhilHealth identification cards to internally displaced persons from Marawi City in Barangay Malutlut. This addresses the IDPs' need to have identification documents largely due to restriction on their movement which can also prevent them from seeking livelihood and employment.
© UNHCR/Alecs Ongcal

UNHCR and the San Remo International Institute of Humanitarian Law organized the third dedicated course on statelessness at the Institute, focusing on building the capacity of government officials and civil society actors to address statelessness. San Remo institute in cooperation with UNHCR also launched its first statelessness course in Arabic.

UNHCR produced a number of tools and other publications to advocate for reforms to eradicate statelessness and to support States in making such reforms. These included Good Practices Papers on Ensuring that no child is born stateless and on Ensuring birth registration for the prevention of statelessness, an updated Background Note on Gender Equality in Nationality Laws, an advocacy publication calling attention to stateless minority groups and recommending solutions to their plight, a publication linking statelessness with the sustainable development goals, a tool to identify and enhance the protection of stateless persons

in detention, and a new series of quick reference guides on statelessness and the International Covenant on Civil and Political Rights (ICCPR), Convention on the Rights of the Child (CRC), the Committee on the Elimination of Discrimination against Women (CEDAW), and the International Convention on the Elimination of All Forms of Racial Discrimination (ICERD).

GLOBAL STRATEGIC PRIORITY
BIRTH REGISTRATION

Seek increase in the systematic issuance of birth certificates to newborn children in 53 situations

INCREASED IN 22 SITUATIONS | **MAINTAINED** IN 12 SITUATIONS | total of 53 situations

RESULTS AND ACTIONS

A total of 22 situations saw an increase in the systemic issuance of birth certificates to newborn children, with a further 12 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, including by facilitating access to hard-to-reach areas, raising awareness about the importance of birth registration and birth registration procedures, and provided legal support to assist refugees and asylum seekers to obtain documentation. Registration at birth and the issuance of birth certificates is essential in determining a child's nationality and preventing statelessness, and remains an important global priority for UNHCR.

OPERATIONAL HIGHLIGHTS

⊙ **In Colombia,** UNHCR continued to work with the Civil Registry Office supporting IDPs and other vulnerable persons in remote and hard-to-reach locations with mobile registration teams. As a result, all newborn children (9,357) received birth registration documents, and all 7 to 14 year-old children (48,523) were provided with identity cards. The Registrar´s Office is increasingly incorporating the requirements for the programme into its own planning and budget.

⊙ **In the Democratic Republic of the Congo**, 99.4% of children at risk of statelessness received a birth certificate, representing a significant improvement from 2016, when 54% of children at risk of statelessness received birth certificates. UNHCR, UNICEF and the National Commission for Refugees sponsored mobile courts that supported late birth registration and the delivery of birth certificates to 743 returnees and 181 urban refugees.

⊙ **In Egypt,** UNHCR collaborated with legal partners to undertake sensitization and awareness- raising activities with partners, asylum-seekers and refugees on civil status processes and the importance of birth registration. UNHCR also provided assistance to ensure that refugee and asylum-seeking children received birth certificates under regular birth registration procedures.

⊙ **In the Niger**, UNHCR worked with partners to achieve a 35% increase in the issuance of birth certificates for Malian and Nigerian refugee children. UNHCR's awareness-raising campaigns on the risks of statelessness and the importance of birth certificates had a significant impact, leading to a reduction in the need for procedures for the regularization of undeclared births.

Twenty-year-old Rohingya mother Noor Fatima holds her baby outside their shelter in Kutupalong camp, Bangladesh. © UNHCR/Andrew McConnell

MEETING KEY CHALLENGES

There are various challenges to achieving universal birth registration for all children of concern to UNHCR. Restrictive civil registration procedures, which require presenting marriage and divorce certificates before a child can be registered can impede children born outside wedlock or as a result of rape from being registered at birth. Other challenges include barriers to access national systems for refugee and asylum-seeking children, the timely implementation of birth registration policies, and the awareness of communities and parents about the importance of birth registration and birth certificates. In 2017, 15 situations reported a deterioration in the systematic issuance of birth certificates. UNHCR adopts a multifaceted approach to address these challenges in collaboration with government, UN and civil society stakeholders. UNHCR works with States to encourage them to comply 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, and strengthens national systems to assist in absorbing surges in the need for birth certificates.
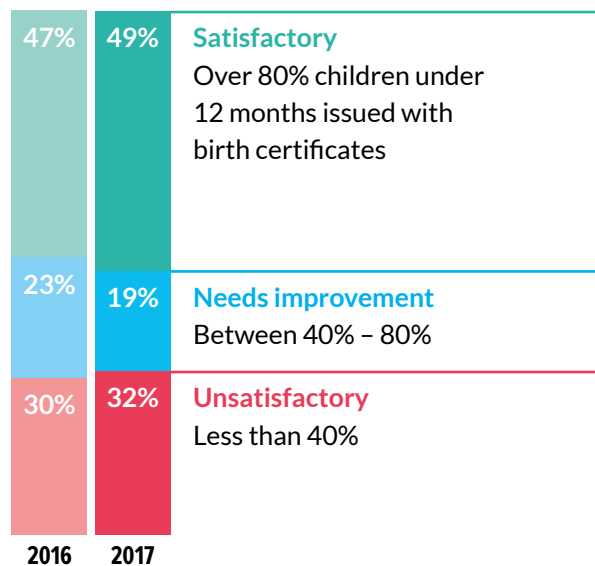
GLOBAL AND REGIONAL INITIATIVES

Under the Coalition on Every Child's Right to Nationality, UNHCR and UNICEF offices in more than 25 countries are collaborating to implement joint strategies, including improving birth registration to prevent statelessness.

UNHCR joined the Global Civil Registration and Vital Statistics Group (CRVS), which is hosted by the UN Statistics Division and aims to forge stronger alliances in the area of civil registration.

UNHCR worked with the World Bank Group to develop a module on refugees, IDPs and stateless persons for an e-learning course on civil registration and vital statistics. The e-learning course is a collaborative project between the World Bank Group, a number of institutions in the Republic of Korea, the Global CRVS Group and the Open Learning Campus.

UNHCR worked closely with the Regional Support Office of the Bali Process to develop a toolkit on civil registration.

BIRTH REGISTRATION

2016	2017	
47%	49%	**Satisfactory** Over 80% children under 12 months issued with birth certificates
23%	19%	**Needs improvement** Between 40% – 80%
30%	32%	**Unsatisfactory** Less than 40%

Note: According to the weighted criteria provided in the Indicators Guidance.

GLOBAL STRATEGIC PRIORITY
REGISTRATION

Maintain or increase levels of individual registration in 96 refugee situations

INCREASED IN 29 SITUATIONS | **MAINTAINED** IN 49 SITUATIONS | total of 96 situations

RESULTS AND ACTIONS

The quality of registration and profiling improved in 29 operations and was maintained in 49 operations. UNHCR continued to strengthen its identity management capability and established the Population Registration and Identity Management EcoSystem (PRIMES), a suite of interoperable registration, identity management and case management tools and applications.

OPERATIONAL HIGHLIGHTS

⮕ **In Angola,** UNHCR set up and managed the emergency registration of some 37,000 refugees from the Democratic Republic of the Congo who sought safety in Angola. UNHCR individually registered all of the new arrivals and through the Biometric Identity Management System (BIMS) collected biometric data at the initial registration. UNHCR issued refugees with proof of registration documents and ration cards.

⮕ **In Bangladesh,** UNHCR worked closely with the Government from the outset of the emergency to implement an innovative and unique data collection method, involving a large team of enumerators gathering critical identity data directly from over 760,000 individuals in shelters. UNHCR designed an offline, mobile data collection tool that enabled the enumerators to collect biographical and family data, photographs and GPS coordinates on mobile phones outside of network coverage.

Once uploaded to a secure server, UNHCR was able to consolidate, analyse and visualize the data quickly. The exercise meant that refugees did not have to queue to be registered and enabled the Government and humanitarian community to have a rapid and thorough understanding of the size and breakdown of the population, their precise location and their specific needs.

⮕ **In Lebanon,** UNHCR reception centres saw a substantial increase in the number of refugees seeking to renew their registration certificates following a government waiver of the residency fee for Syrian registered refugees. To meet this increased demand UNHCR scaled up its operational registration capacity and conducted interviews with over 677,000 individuals, verifying and updating the records of 74% of the total registered population during the year. In coordination with the Ministry of Social Affairs, UNHCR maintains a registration of newborn babies in Lebanon and registered to Syrian parents, UNHCR registered 39,000 babies.

⮕ **In Zambia,** UNHCR introduced its new platform for registration and identity management, PRIMES, and this allowed the Government and UNHCR to jointly verify over 42,000 persons of concern over a period of three months, verifying and updating data and enrolling biometric information for all individuals aged four and above.

South Sudanese refugees queue for cash distributions in Meri, Haut-Uele province. Some 10,000 families at the Meri and Biringi sites receive monthly cash grants from the World Food Programme in partnership with UNHCR. © UNHCR/Colin Delfosse

MEETING KEY CHALLENGES

Common challenges included poor security situations, difficulty in accessing persons of concern due to operational constraints, as well as staffing limitations, limited operational capacity of local authorities and other logistical constraints. In Somalia, where the government has taken over the responsibility for registration, the prevalent security situation, limited capacity and frequent changes to policies and procedures meant that registration indicators deteriorated throughout the year. To address these challenges, UNHCR will increase support to the authorities in Somalia, including through training in the setting up of procedures and in the use of tools. In Uganda, inadequate refugee data presented a significant challenge to the emergency response and the fulfilment of UNHCR's protection mandate. UNHCR worked closely with the Government to find an agreeable data-sharing solution, and eventually agreed to conduct a joint verification exercise of the entire refugee population in Uganda in 2018, using UNHCR registration and identity management tools.
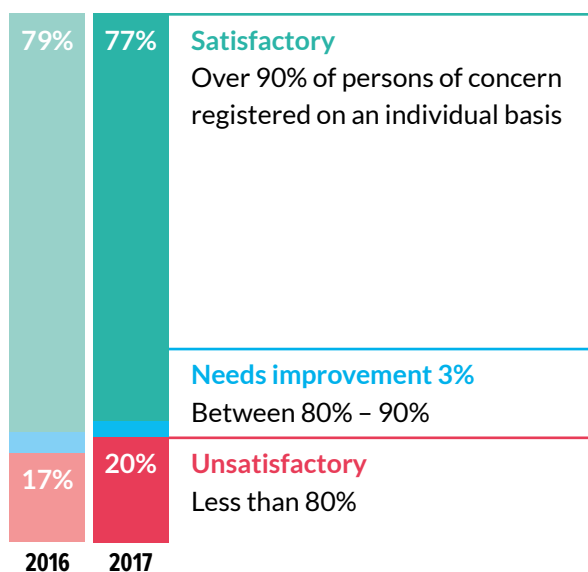
GLOBAL AND REGIONAL INITIATIVES

UNHCR deployed the Biometric Identity Management System (BIMS) in 17 operations. A total of 4.4 million persons of concern have now been biometrically enrolled in 48 country operations. In addition, ProGres v4 was deployed in 25 country operations, bringing the total number of operations using progress v4 to 42. UNHCR deployed the Global Distribution Tool to three country operations (Burundi, Djibouti and Kenya), strengthening beneficiary biometric verification prior to assistance distribution by the World Food Programme (WFP).

UNHCR established "PRIMES Support", a multi-functional team of dedicated staff capable of providing global support to all UNHCR and partner users of PRIMES tools. UNHCR conducted Training on Emergency Registration with 20 staff members, enabling them to provide registration response in emergencies. Following the training, UNHCR deployed seven graduates to emergency situations.

UNHCR developed and facilitated a pilot Workshop on Strategic Approaches to Registration with 11 operations and 16 staff members in the Asia Pacific and the South-West Asia region. The workshop aimed to strengthen access to and delivery of registration and identity management for persons of concern.

REGISTRATION

| 2016	2017	
79%	77%	**Satisfactory** Over 90% of persons of concern registered on an individual basis
		Needs improvement 3% Between 80% – 90%
17%	20%	**Unsatisfactory** Less than 80%

Note: According to the weighted criteria provided in the Indicators Guidance.

GLOBAL STRATEGIC PRIORITY
SEXUAL AND GENDER-BASED VIOLENCE

Provide and seek improved provision of support to known SGBV survivors in 91 refugee operations, in 10 situations where UNHCR is operationally involved with IDPs and in 3 returnee situations

IMPROVEMENTS IN 37 SITUATIONS | **MAINTAINED** IN 51 SITUATIONS | total of 104 situations
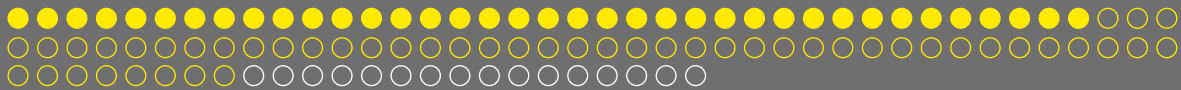
RESULTS AND ACTIONS

UNHCR improved the provision of support to known sexual and gender based violence (SGBV) survivors in 37 situations, including 33 refugee situations, four IDP situations and two returnee situations. UNHCR maintained the level of support in 51 situations. UNHCR continued to improve access to medical, psychosocial and legal services for survivors of SGBV, and promote inclusivity of services for all survivors, including men and boys and other groups at risk. UNHCR focused on improving SGBV data management and analysis, and this played a key role in strengthening programming and enhancing the provision of services. UNHCR deployed senior protection staff to emergencies in 12 operations, and they were instrumental in ensuring the accessibility and quality of SGBV services, strengthening coordination with partners to establish and strengthen referral pathways, conducting trainings and engaging the community in the prevention and reporting of SGBV. An evaluative review found that technical support increased the efficiency of SGBV programming from 31% to 75%, and increased coverage of SGBV programming from 30% to 61%. UNHCR established SGBV focal points among the existing staff and created new staff positions to carry out SGBV work in order to maintain 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 40 SITUATIONS | **MAINTAINED** IN 15 SITUATIONS | total of 70 situations

RESULTS AND ACTIONS

Community involvement in SGBV prevention and survivor-centred protection improved in 32 refugee, six IDP and two returnee situations, and was maintained in 15 situations. UNHCR and partners conducted mass sensitization and awareness campaigns alongside targeted trainings of community leaders and influential groups, including youth and men, contributing to an increase in reporting and continued engagement from communities on SGBV prevention and response. With support from UNHCR, communities formed committees, established community action plans against SGBV and mobilized to take the lead on the prevention and response, and advocate for action against SGBV.

OPERATIONAL HIGHLIGHTS

⊙ **In Burundi,** UNHCR initiated five men's groups focused on Engaging Men in Accountable Practice. The groups have more than 2,300 members in refugee camps and in urban areas.

⊙ **In Costa Rica,** UNHCR launched a learning programme on 'Working with lesbian, gay, bisexual, transgender and intersex (LGBTI) Persons in Forced Displacement', training participants to understand relevant legal frameworks, risk identification tools, communication techniques and other strategies in their daily work to enhance protection of people with diverse sex, sexual orientation and gender identity.

⊙ **In Iraq,** UNHCR supported a relocation programme through which 290 survivors of conflict-related sexual violence and members of their families were resettled to a safe third country.

⊙ **In Malaysia,** UNHCR trained 30 Rohingya community influencers on SGBV prevention and response through the "Safe from the Start" project. This resulted in three community-based organizations enhancing existing community referral mechanisms, and developing standardized procedures for SGBV-related activities and training materials.

⊙ **In Rwanda,** UNHCR launched a Women and Girls' Opportunity Centre. The centre benefits over 1,300 women and girls, including survivors, women at risk of SGBV and victims of torture, and houses 10 active community groups. The centre has become a safe haven for many Burundian refugees.

⊙ **In the Syrian Arab Republic,** UNHCR conducted 8,832 awareness sessions with 215,419 IDPs and, in collaboration with partners, supported 7,139 survivors of SGBV through counselling, psychosocial support, health care, legal aid and access to safe houses. UNHCR established 70 committees to enhance the role of women in the decision-making processes of their communities.

MEETING KEY CHALLENGES

Despite the significant progress that UNHCR has made in delivering comprehensive SGBV support and prevention in both emergencies and protracted situations, a number of challenges remain. Some operations reported a deterioration in the provision of support to survivors of SGBV due to protracted conflicts, an increase in conflict-related sexual violence, and an inadequate number of staff and insufficient funds to respond to the needs of survivors. In the context of emergencies, existing response and referral mechanisms often struggle to scale up and are therefore quickly overburdened. 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 organizations, as well as strengthened cooperation across sectors in order to build sustained capacity to identify survivors and persons at risk, provide services and implement preventative programming. UNHCR's work on capacity-building of staff, persons of concern, local authorities and partners will continue to be paramount to providing the level of specialized programming required by survivors. UNHCR will strengthen prevention programming through linkages between SGBV and gender equality programming. This work will be strengthened by UNHCR's various engagements in inter-agency cooperation, including as lead for the Global Protection Cluster, and as a core member of the Inter-agency Standing Committee's GBV Area of Responsibility, ensuring that prevention, mitigation and response to SGBV. This is a key activity of the protection sector and works in synchrony with other sectors.

GLOBAL AND REGIONAL INITIATIVES

As part of the effort to operationalize the IASC Guidelines for Integrating Gender-based Violence Interventions in Humanitarian Action, UNHCR continued to mainstream SGBV prevention and response in all UNHCR operations. As of August 2017, UNHCR had trained 2,363 humanitarian practitioners in 18 countries across 11 sectors.
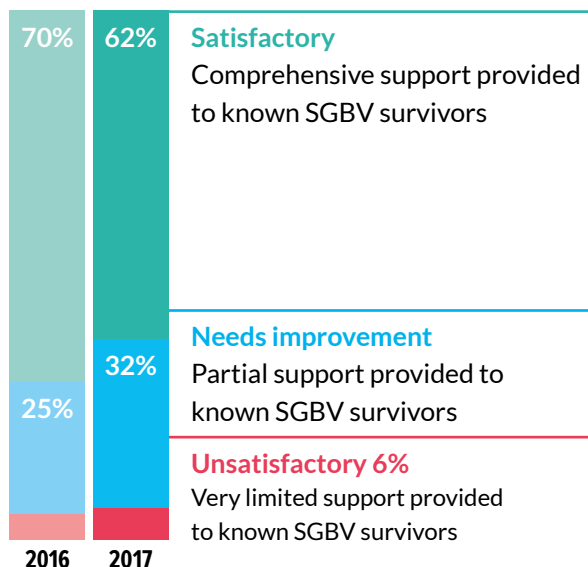
UNHCR deployed six Senior SGBV Protection Officers under the "Safe from the Start" project to emergency situations in 12 operations for a total of 60 months, ensuring that appropriate assessment, actions and strategies to prevent, mitigate and respond to SGBV are implemented at the onset of emergencies.

In order to improve the collection and analysis of data on SGBV and improve timely assistance for survivors, UNHCR introduced the inter-agency Gender-based Violence Information Management System in 20 operations, including seven new operations in 2017. UNHCR also integrated a case management module for SGBV survivors into the proGres database.

UNHCR coordinated the establishment of a Regional Safe Spaces Network in the Americas. The network aims to facilitate the disclosure of SGBV and other protection incidents, while promoting access to standardized services along the displacement cycle. Bolivarian Republic of Venezuela, Colombia, Costa Rica, Guatemala and Mexico, as well as more than 50 organizations have joined the Network, including non-governmental organizations (NGOs), civil society, national institutions, community volunteers, UN agencies and other humanitarian actors.
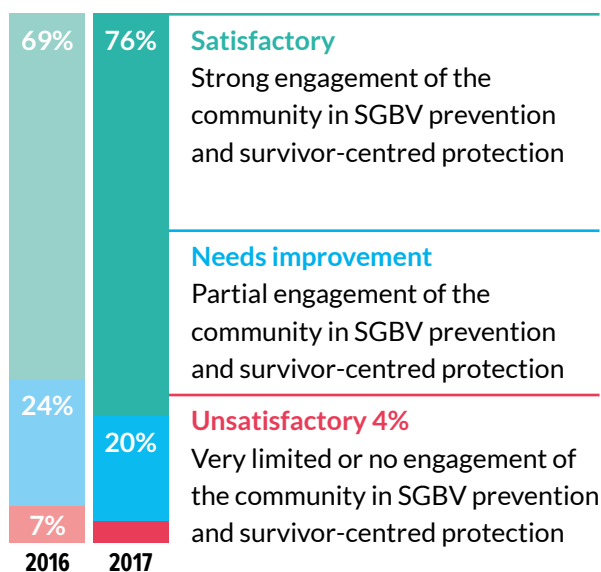
UNHCR published the report, "We Keep It in Our Heart – Sexual Violence Against Men and Boys in the Syria Crisis", which highlights sexual violence and torture that men and boys face in Syrian Arab Republic, noting in particular the vulnerability of the LGBTI community. A regional review of protection measures tailored to LGBTI refugees and strengthened operations accordingly in 2017 was also conducted. UNHCR is a partner of the "All Survivors Project", supporting research and advocacy for male survivors of SGBV in situations of conflict and displacement, and in 2017, completed research on the topic in the Central African Republic.

SUPPORT TO SGBV SURVIVORS

2016: 70% | 25% | (lower band)
2017: 62% | 32% | Unsatisfactory 6%

Satisfactory
Comprehensive support provided to known SGBV survivors

Needs improvement
Partial support provided to known SGBV survivors

Unsatisfactory 6%
Very limited support provided to known SGBV survivors

Note: According to the weighted criteria provided in the Indicators Guidance.

COMMUNITY ENGAGEMENT IN SGBV PREVENTION

2016: 69% | 24% | 7%
2017: 76% | 20% | Unsatisfactory 4%

Satisfactory
Strong engagement of the community in SGBV prevention and survivor-centred protection

Needs improvement
Partial engagement of the community in SGBV prevention and survivor-centred protection

Unsatisfactory 4%
Very limited or no engagement of the community in SGBV prevention and survivor-centred protection

Note: According to the weighted criteria provided in the Indicators Guidance.

Burundian refugee Ndayishimiye Stella, 27, carries an LPG cylinder home from the refill depot in Nyarugusu camp in Tanzania, where a UNHCR-led initiative to replace firewood is safeguarding vulnerable refugees from sexual and gender-based violence. © UNHCR/Georgina Goodwin

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 33 SITUATIONS | **MAINTAINED** IN 15 SITUATIONS | total of 74 situations

RESULTS AND ACTIONS

The proportion of unaccompanied or separated refugee children (UASC) for whom a best interest process was completed or initiated increased in 33 refugee situations, and was maintained in 15 refugee situations. In order to share good practices and strengthen best interests procedures for refugee children, UNHCR consulted staff and partners to review and simplify guidance and capacity building tools on best interests procedures. UNHCR continued to advocate with and support governments in strengthening their best interest procedures and better identify and register children at risk. UNHCR operations employed innovative, community-based approaches, including by working with refugee outreach volunteers and social workers to reinforce community-based care for UASC. UNHCR also focused on the identification and referral capacity of child protection committees, children's clubs and staff working in safe spaces and drop-in centres.

OPERATIONAL HIGHLIGHTS

⊙ **In Cameroon,** UNHCR collaborated with UNICEF and the Ministry of Social Affairs to establish a best interests determination panel to identify durable solutions for UASC and other children at risk. UNHCR also introduced rapid best interest assessments for particular profiles of children, including newly registered children at risk and children undergoing voluntary repatriation with one parent.

⊙ **In Egypt,** UNHCR worked to enhance best interest procedures to ensure timely identification, assessment of protection risks and needs, adequate referral to services, and monitoring and follow-up. UNHCR conducted trainings for 298 refugee community members, UNHCR staff and partners, including social workers from the national educational system, on the identification and prioritization of children at risk. UNHCR and partners focused on systemic and targeted response services for children in best interests procedures, including by reinforcing quality community-based protection mechanisms and access to national services.

⊙ **In Ethiopia,** in an effort to reduce the number of children in community care (non-family care), UNHCR expanded a cash-incentive programme designed to encourage relatives and foster families to take care of UASC. UNHCR expanded the cash assistance programme, which began in 2016 with 150 families, to support over 1,600 families by the end of 2017. The programme is based on three years of ongoing monitoring, which has found that children in family-based care are 30% less likely to engage in onward movement than UASC in other forms of care.

⊙ **In Malaysia,** UNHCR established a child protection coordination group, enabling UNHCR to engage welfare authorities, other UN agencies, non-governmental organizations (NGOs) and refugee communities in advocacy

and programming for UASC and other children at risk. Through this coordination group, UNHCR identified new partners to support in child protection case management and best interest procedures, as well as alternative care for UASC.

CHALLENGES

Despite improvements in several operations, challenges remain in the implementation of effective best interest procedures due to limited availability of durable solutions, limited specialized services, and challenges in implementing quality community-based alternative care options for UASC, in particular for adolescent boys. In order to strengthen quality family-based care and well-being for UASC in the absence of durable solutions, UNHCR is exploring options to offer additional support to foster families, including through positive parenting skills, economic support and follow-up visits. Strengthening family-based care, including through cash assistance, is helping to overcome the challenge of onward movement which otherwise prevents the completion of best interest procedures.

GLOBAL AND REGIONAL INITIATIVES

UNHCR, UNICEF and the International Rescue Committee (IRC) published the "The Way Forward – Strengthening Policies and Practices for Unaccompanied and Separated Children in Western Europe". This paper is based on the results of a consultative process established in 2016 to support States to better operationalize their response for the protection of UASC in Europe. UNHCR, UNICEF and IRC undertook three Europe-wide consultations in Belgrade, Berlin and Rome with over 1,000 professionals (social workers, lawyers, teachers etc.) to develop concrete recommendations for the operationalizing of existing child protection standards to protect UASC. Following the consultations, the Swedish government, supported by UNHCR, held a roundtable with nine European States (Austria, Denmark, Finland, Germany, Greece, Italy, Norway, Serbia and Sweden) to discuss the key recommendations for practitioners. The consultative process produced concrete recommendations for an efficient and harmonized
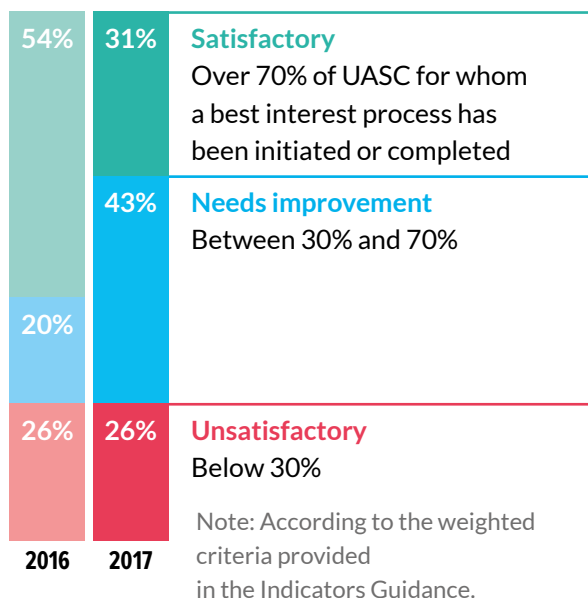
process that ensures children are protected and can access procedures and solutions in accordance with their best interests. UNHCR will carry out a regional project to operationalize the recommendations of the paper in 2018.

UNHCR initiated a revision of UNHCR's Guidelines on Determining the Best Interests of the Child (2008) and Field Handbook for the Implementation of the UNHCR BID Guidelines (2011). The revision will provide a more comprehensive approach to the best interest procedure and a more user-friendly child protection case management tools, addressing concerns and challenges identified by field offices. UNHCR will launch the revised guidelines and accompanying training package for caseworkers in 2018.

UNHCR collaborated with Save the Children in the East and Horn of Africa to train staff on child protection and education in refugee contexts. UNHCR also developed and launched two child protection learning programmes for UNHCR staff in the Americas and Africa.

UNHCR deployed children protection specialists to 14 operations, providing 110.5 months of technical support and emergency response. In addition to strengthening child protection case management and Best Interests Procedures, these specialists trained UNHCR and partner staff, government officials, and refugee volunteers on child rights and child protection.

BEST INTERESTS

2016	2017	
54%	31%	**Satisfactory** Over 70% of UASC for whom a best interest process has been initiated or completed
20%	43%	**Needs improvement** Between 30% and 70%
26%	26%	**Unsatisfactory** Below 30%

Note: According to the weighted criteria provided in the Indicators Guidance.

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

INCREASED IN 31 SITUATIONS | total of 44 situations

RESULTS AND ACTIONS

A total of 31 refugee situations either maintained or improved non-discriminatory access to national child protection systems and social services. In recognition of the importance of integrating displaced and stateless children into national child protection systems and social services, UNHCR worked in close partnership with governments and undertook joint missions, established joint coordination mechanisms, and advocated for inclusive legal provisions and policies. UNHCR continued to emphasize inclusion with host communities as a key strategy towards non-discriminatory access to national services and worked to promote community-based strategies that support non-discriminatory access to national child protection systems and social services.

OPERATIONAL HIGHLIGHTS

◗ **In El Salvador**, government authorities established a Coordination Bureau for Child Migrants. The Coordination Bureau is constituted by government institutions responsible for child protection and has international organizations as observers. As part of this initiative, UNHCR supported the Salvadoran Institute for Childhood and Adolescents in the development of a Comprehensive Plan for Returnee Children and Adolescents. UNHCR provided technical and financial support for the elaboration of specific standard operating procedures for the return and reintegration of children into their communities.

◗ **In Nepal,** UNHCR supported the creation of a Social Protection Task Force to support advocacy, coordination and strategic partnerships, and enhance refugee children's access to national social protection mechanisms. The Task Force conducted a joint service mapping in order to address service gaps and strengthen synergies between local and refugee community-based social protection mechanisms.

◗ **In Rwanda,** UNHCR worked with the government, UNICEF and civil society partners to strengthen coordination mechanisms for the care and protection of refugee children. This national coordination group developed an inter-agency capacity-building strategy and action plan to contextualize, implement and mainstream minimum standards for the protection of refugee children.

◗ **In Turkey,** UNHCR worked with the Provincial Department of Family and Social Policies of Istanbul to establish a socioeconomic support model targeting refugee children who drop out of school due to financial hardship. The Social Service Centre integrated vulnerable refugee families into the national system, provided socioeconomic support, and either one-off or regular cash payments to cover school enrolment costs. Over 1,500 refugee households benefited from this assistance, contributing to the increased school enrolment of refugee children and helping to prevent child labour.
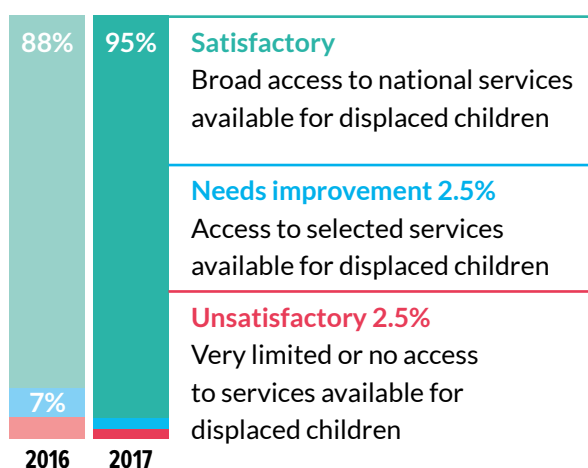
MEETING THE CHALLENGES

In many circumstances, children of concern to UNHCR struggled to benefit from the full protection of the law due to resource and information constraints, even in contexts where inclusive national legislation supports the access of such children to national child protection systems and social services. This was the case when there were geographic or other limitations in the provision of therapeutic services for children at risk. In Israel, for example, refugee or asylum seeker children living outside Tel Aviv had limited access to services. In Uganda, the Child and Family Protection Unit did not have a presence in the newly established refugee settlement due to relatively low numbers of police personnel and weak infrastructure within the settlement. In other locations, a general lack of services made access for refugee and displaced children challenging, particularly in the areas of psychosocial support and early childhood development. Other challenges include cultural and linguistic barriers making it difficult for children and their families to benefit from existing services, with UNHCR operations highlighting the importance of language classes for both parents and children to ensure their access to national services. UNHCR has employed a number of strategies to overcome these challenges. In Israel, UNHCR worked to provide guidance and monitoring to early childhood care providers through its local partners to increase the availability of services. In Uganda, UNHCR worked to strengthen community-based child protection mechanisms in order to bridge the gap. In all operations, UNHCR continues to advocate for States to address barriers to access to national services for children of concern, both at a policy level and on behalf of individual children.

GLOBAL AND REGIONAL INITIATIVES

UNHCR established a Global Youth Advisory Council to serve as a consultative group on issues related to the protection and development of young people who are refugees, internally displaced and/or stateless and their communities. The Council is comprised of 15 young people from displacement situations worldwide, who participate in, support and provide input to UNHCR and partners through local, regional and national forums, including the Compact for Young People in Humanitarian Action, the thematic discussions and formal consultations on the global compact on refugees, helping to advocate for better access to education and better protection services for refugee children and young people.

UNHCR collaborated with Child Helpline International to develop a training module for Helpline counsellors who are contacted by refugee and asylum-seeker children. The training module, which explores the specific needs of children of concern to UNHCR and looks at suitable responses by counsellors, was disseminated to national helplines in 45 countries. The training manual was developed in response to reports that child helplines worldwide are increasingly coming into contact with children and young people who have been forcibly displaced. In many cases, child helplines are a young person's first point of contact and a trusted gateway for them to reach out for help.

ACCESS TO NATIONAL CHILD SERVICES

2016	2017	
88%	95%	**Satisfactory** — Broad access to national services available for displaced children
		Needs improvement 2.5% — Access to selected services available for displaced children
7%		**Unsatisfactory 2.5%** — Very limited or no access to services available for displaced children

Note: According to the weighted criteria provided in the Indicators Guidance.

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

STANDARDS IN 61 CAMPS OR SETTLEMENTS | 98 surveyed camps or settlements

RESULTS AND ACTIONS

Progress against this priority can only be measured in situations where nutrition surveys have been carried out. In 2017, UNHCR and partners conducted nutrition surveys in 98 sites across 15 countries, including 17 sites in emergency situations, 11 sites in post-emergency situations and 70 sites in protracted situations. UNHCR met the standard of less than 10% global acute malnutrition (GAM) in 61 sites. In 21 sites, levels of GAM were above the emergency threshold of greater or equal to 15%. These sites were located in Bangladesh, Chad, Djibouti, Ethiopia and Sudan, and the majority were in emergency situations, with two in post-emergency situations and seven in protracted situations. While UNHCR noted improvements in some sites that had previously recorded a high prevalence of GAM above the emergency threshold, namely in Djibouti, Ethiopia, Mauritania and South Sudan, UNHCR also noted deterioration in some sites worldwide, particularly in Bangladesh and Chad.

The newly constructed UNHCR Kutupalong extension site, as seen from the air. New arrivals have been relocated here on government-allocated land with newly-built latrines and freshly-dug wells. Space has been demarcated for partners to build community centres, health posts, schools and child-friendly spaces. UNHCR is partially funding a road to speed up aid deliveries. © UNHCR/Roger Arnold

OPERATIONAL HIGHLIGHTS

➲ **In Bangladesh,** the massive arrival of refugees from Myanmar resulted in a rapid deterioration of nutritional status amongst both new arrivals and existing refugees. Pre-existing poor nutrition amongst new arrivals, the lack of food, shelter, water and sanitation facilities, as well as severe overcrowding and limited assistance in places of arrival at the beginning of the crisis, contributed to a deterioration in nutritional outcomes. In one camp, GAM prevalence doubled from 12% in December 2016 to 24% in October 2017. Despite the negative consequences on their health, existing refugees in Bangladesh shared accommodation spaces, their limited food resources and services with new arrivals. In response to this crisis, UNHCR worked closely with UNICEF and NGO partners to massively scale up nutrition services in camps, resulting in an 8.5 fold increase in the number of malnourished children referred for treatment by the end of September 2017. UNHCR and partners delivered treatment to more than 4,500 severely malnourished children and admitted over 5,500 children aged 6 to 59 months with moderate acute malnutrition into the targeted supplementary feeding programme. In addition, UNHCR and partners enrolled 5,221 children aged 6 to 23 months and 7,033 pregnant and lactating women into blanket supplementary feeding programmes.

- **In Chad** and **Ethiopia**, UNHCR conducted evaluations to examine the multisectoral impact of food assistance reductions. The findings, which will inform future programming responses, highlighted some very serious negative effects and coping mechanisms. In Chad these included onward movement and an increase SGBV.

- **In Cameroon,** UNHCR continued to support the integration of Central African refugees living in developed sites and host villages into national health systems. UNHCR focused on strengthening the capacities of health structures and communities through trainings and community screenings, with special attention to strengthening the integrated management of acute malnutrition and the promotion of infant and young Child feeding programme.

MEETING KEY CHALLENGES

The reduction in funding for food assistance remained a key challenge, with 3.3 million refugees receiving less than standard amounts of food assistance worldwide. Achieving nutrition goals depends on the alignment of many sectors, including health, food, water and sanitation, livelihoods, shelter and settlement. As refugees often have limited access to land and national health services, as well as work rights, they are often dependent on food assistance. Reductions in funding for food assistance therefore translate directly into food insecurity and nutrition situations for refugees, as has been recorded recently by UNHCR in Cameroon and Chad. An evaluation of UNHCR's nutrition programme in Chad highlighted serious concerns associated with the decrease in food assistance, including onward migration to search for work, increases in SGBV, transactional sex for survival, and forced and child marriages. In response to some of these challenges, UNHCR drafted a revised Nutrition and Food Security Road Map to provide guidance to Operations on proven cost-effective interventions and strategies that countries are able to take inspiration from, depending on their particular combination of malnutrition indicators.
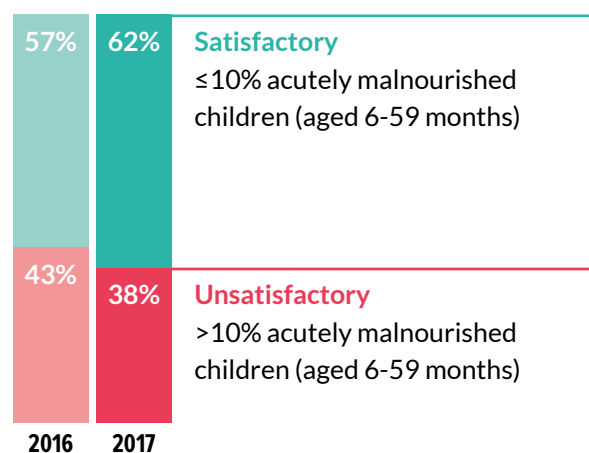
GLOBAL AND REGIONAL INITIATIVES

UNHCR, in partnership with WFP, finalized the Joint Principles and Guidance on targeting food assistance in refugee settings. The guidance will ensure that targeting approaches are evidence based, protection focused and documented for learning.

Building on the on-going work around the Infant and Young Child Feeding Framework, UNHCR organized a roll-out workshop in East Africa. The workshop introduced the framework and encouraged operations to adopt a multisectoral approach, putting the needs and vulnerabilities of infants and their mothers at the center of activities. UNHCR also drafted a Nutrition and Food Security Road Map, aiming to improve all forms of malnutrition including anaemia, stunting and acute malnutrition. The Road Map spans both assistance and protection and is underpinned by the principles of maximizing positive effects through the coordination of various sectors.

UNHCR, working in close collaboration with a range of donors and other partners, began a revision of the Standardized Expanded Nutrition Survey (SENS) methodology. The revision is incorporating a review of findings and lessons learned since the launch of SENS, and will take into account changes in the area of public health and nutrition, and integrate the use of mobile data collection.

GLOBAL ACUTE MALNUTRITION (GAM)

	2016	2017	
Satisfactory ≤10% acutely malnourished children (aged 6-59 months)	57%	62%	
Unsatisfactory >10% acutely malnourished children (aged 6-59 months)	43%	38%	

Note: According to the weighted criteria provided in the Indicators Guidance.

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

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STANDARDS MET IN 135 CAMPS OR SETTLEMENTS | 135 monitored sites

●●●
●●●
●●●

RESULTS AND ACTIONS

Data collected through UNHCR's Health Information System showed acceptable under-five mortality rates across all 135 monitored sites. UNHCR continued to advocate for the integration of refugees into national health systems, particularly in countries in the repatriation/reintegration phase, and in Liberia and Ghana, UNHCR successfully linked refugees to national health services. As their health status is now monitored using the national health information surveillance systems and health access and utilization surveys, this led to a reduction in the reporting sites in 2017 compared with 2016. Despite large influxes of refugees from the Democratic Republic of the Congo, Myanmar and South Sudan into neighbouring countries, mortality rates were kept below the emergency standard. Due to its improved capacity UNHCR was able to carry out timely and robust responses during these emergencies, including through 11 technical support missions. Globally, the average under-five mortality rate was maintained at 0.4 per 1000 of the under-five populations per month.[2] In coordination with partners, UNHCR's public health teams managed various outbreaks in refugee settings including diphtheria and suspected measles in Bangladesh, cholera in Kenya, Uganda, and the Sudan, typhoid in Rwanda and Monkey Pox in the Congo.

OPERATIONAL HIGHLIGHTS

◉ **In Jordan, Kenya** and **South Sudan**, UNHCR conducted refresher trainings with 130 qualified health care providers, including midwives, nurses and doctors, on comprehensive maternal and newborn care. UNHCR also conducted training with more than 120 community health workers on key messages around maternal and newborn care. UNHCR provided equipment to targeted health facilities and, as a result of these interventions, operations reported significant improvements in maternal and newborn care.

◉ **In Uganda,** UNHCR managed an outbreak of cholera without any loss of life. The index case, identified at Elegu Medical Screening Centre was immediately isolated and in total, 98 cases were identified and treated in the camp. This success was attributed to timely identification and proper case management, multisectoral prevention activities, a subsequent improvement in water quality and quantity, the construction of additional latrines, decontamination of infected shelters, latrines and surfaces, and the provision of training on the use of hand-washing facilities.

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[2] Figures are based on a weighted mortality average for the year (i.e. January to December), which is a better measure of the overall mortality rates.

Rohingya refugees look across Kutupalong camp in Bangladesh, from outside their shelter.
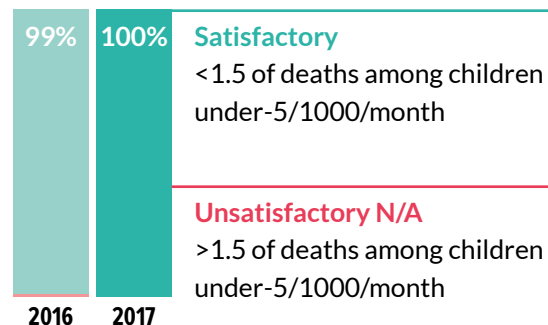© UNHCR/Andrew McConnell

MEETING KEY CHALLENGES

In displacement situations, aligning mechanisms for recording mortality remains challenging; as deaths are often recorded in different databases between UNHCR supported health facilities and community health facilities. In order to address the potential for underreporting caused by this misalignment, UNHCR developed guidelines on mortality surveillance that emphasize complete and triangulated reporting of deaths at the health facility and community level. Additionally, UNHCR used nutrition surveys that included a measurement of mortality rates in order to triangulate the rates calculated from the Health Information System, and used these to estimate the under-five mortality rate for refugees residing out of camps. Continuous technical support is key to ensure timely quality public health support in protracted situations, and UNHCR's Public Health Unit conducted 42 technical support missions in 2017.

GLOBAL AND REGIONAL INTIATIVES

UNHCR field tested and rolled out its redeveloped and updated Health Information System in six countries, ensuring that the new system is fit for purpose and stable before a global roll-out in 2018. The new system, which replaces Health Information System TWINE, includes improved tools for mortality surveillance, at both community and health facility levels and allows UNHCR to monitor the health status of populations, detect disease patterns with outbreak potential and strengthen evidence-based decision-making in humanitarian programmes. It also integrates a range of information management tools, including from WASH and nutrition, which can be used across a range of operational settings.

UNDER-5-MORTALITY RATE

2016	2017	
99%	100%	**Satisfactory** <1.5 of deaths among children under-5/1000/month
		Unsatisfactory N/A >1.5 of deaths among children under-5/1000/month

Note: According to the weighted criteria provided in the Indicators Guidance.

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

INCREASED IN 36 SITUATIONS | **MAINTAINED** IN 7 SITUATIONS | total of 70 situations

RESULTS AND ACTIONS

UNHCR increased the percentage of households living in adequate dwellings in 25 refugee situations, eight IDP situations and three returnee situations. UNHCR maintained the percentage of households with access to adequate shelter in five refugee situations, one IDP situation and one returnee situation. In line with UNHCR's Global Strategy for Settlement and Shelter, UNHCR supported 14 operations with extensive 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,** despite significant challenges related to high-density settlements in difficult topographical conditions, UNHCR distributed shelter upgrade kits to 27,600 households along with 108,433 shelter grade tarpaulins, increasing access to adequate dwellings by 43% by December 2017. UNHCR used drone technology to map inaccessible areas, providing imagery to inform key infrastructural works and, in partnership with the Refugee Relief and Repatriation Commission, conducted a contour mapping exercise that resulted in the development of a zonal plan for Kutupalong settlement. This plan informed the positioning of key arterial roads in support of humanitarian access and an improved response.

🠒 **In Cameroon, Chad** and the **Niger**, UNHCR continued to support adequate shelter for Nigerian refugees through the construction of transit centres for new arrivals, and increased operational focus on transitional and durable shelter solutions. In Cameroon, UNHCR supported 22,345 refugees to construct transitional shelters by distributing shelter kits and supporting the production of clay bricks. As a result, 90% of Nigerian refugees in Cameroon now have access to adequate shelter. In Chad, UNHCR undertook similar initiatives and supported the upgrading of emergency shelters with local materials. In the Niger, UNHCR increased refugees' access to adequate shelter through the construction of permanent shelters in the Diffa region, where 100% of Nigerian refugees now have access to adequate shelter.

🠒 Following the escalation of the situation in the **Democratic Republic of the Congo**, UNHCR scaled up its shelter response for IDPs. UNHCR responded to urgent shelter needs in Kasai, Kasai Central and Kasai Oriental through cash and voucher assistance to 3,166 IDPs, returnees and vulnerable host families. Shelter response in the Democratic Republic of the Congo benefited from surge capacity provided by the Global Shelter Cluster, which supported the country-level cluster to develop a response strategy and improve information management. While there was an overall improvement in the number of IDPs with access to adequate shelter (53%), the situation remains critical with a large number of households still in need of shelter assistance.

The transit centre built by UNHCR in the village of Moudeina will temporarily house Chadians returning from Darfur before they move to their villages of origin in the Sila region. © UNHCR/Ibrahima Diane

⮕ **In Iraq,** UNHCR responded to the needs of IDPs by supporting emergency, transitional and permanent shelter solutions. As part of the transitional shelter response, UNHCR set up 3,500 Refugee Housing Units (RHU). RHU is an innovative shelter solution resulting from a collaborative research and development project undertaken by Better Shelter and UNHCR, with support from the IKEA Foundation. At the end of 2017, over 60% of IDPs receiving support from UNHCR in Iraq had access to adequate shelter.

⮕ **In Nigeria,** UNHCR focused on providing transitional shelter support to the 39,000 internally displaced households in Adamawa, Borno and Yobe states. This resulted in a 65% improvement in the number of persons of concern with access to adequate shelter. Following the de-escalation of the crisis in Nigeria, UNHCR also prioritized support for the return and reintegration of both refugees and IDPs through "build back safer" initiatives, targeting the most vulnerable households with repair kits and cash grants to facilitate reconstruction.

MEETING KEY CHALLENGES

While UNHCR recorded improvements in the living conditions of persons of concern in a number of contexts, there was an overall reduction in the number of situations in which access to adequate dwellings improved, indicating a global deterioration in the situation in 2017. This can be attributed in part, to the re-escalation of conflicts in the Democratic Republic of the Congo and South Sudan and, new displacement in the Syrian Arab Republic and Yemen and the refugee crisis in Bangladesh. In addition, persons of concern affected by protracted displacement situations resulting from continued instability in countries from Afghanistan to Mali, continued to require support in accessing adequate shelter. In the face of these challenges, UNHCR will strengthen its efforts to facilitate access to permanent housing solutions for persons of concern. In particular, UNHCR will strengthen its capacity to respond and support recovery in urban contexts, such as in Iraq and in the Syrian Arab Republic, while addressing the critical housing, land and property issues presenting barriers to the achievement of permanent shelter solutions for persons of concern. Ensuring effective shelter responses in areas where humanitarian access is limited remains a significant challenge. In response, and

in support of ensuring dignity of choice to persons of concern, UNHCR will further develop tools to guide the use of cash-based interventions to improved living conditions for persons of concern.

GLOBAL AND REGIONAL INITIATIVES

UNHCR engaged in a range of research and development activities in support of improved shelter responses, notably, finalizing the development process for an improved Refugee Housing Unit and the design of a new lightweight self-standing family tent.
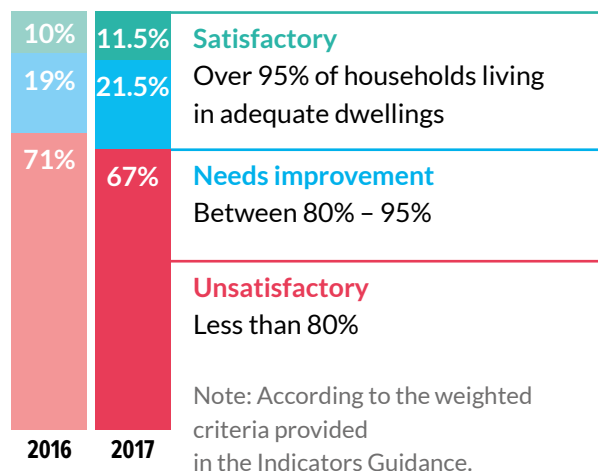
As co-lead of the Global Shelter Cluster, UNHCR led 12 and co-led one of the 28 activated country-level shelter clusters, providing continuity with regard to global cluster leadership.

Following up from the United Nations Conference on Housing and Sustainable Urban Development (Habitat III), and given the increasing importance of urban responses, UNHCR strengthened its engagement in urban sector responses and developed productive partnerships with a range of stakeholders, including UN-Habitat.

UNHCR continued to actively collaborate with private sector partners, including the AutoDesk Foundation and MicroDesk, to develop the Physical Site Planning Toolkit and a range of online training modules designed to increase the capacity of field shelter and settlement staff.

In the context of the Global Shelter Campaign "Nobody Left Outside" UNHCR engaged the private sector in support of efforts to implement UNHCR's shelter and settlements responses worldwide.

SHELTER

	2016	2017	
	10%	11.5%	**Satisfactory** Over 95% of households living in adequate dwellings
	19%	21.5%	
	71%	67%	**Needs improvement** Between 80% – 95%
			Unsatisfactory Less than 80%

Note: According to the weighted criteria provided in the Indicators Guidance.

GLOBAL STRATEGIC PRIORITY
WATER

Maintain or increase the level of water supply in 46 refugee situations
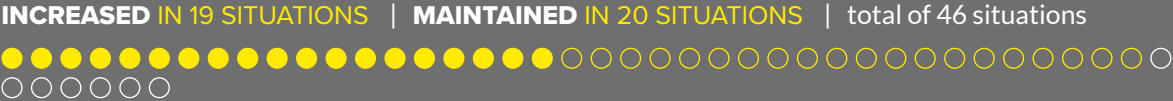
RESULTS AND ACTION

UNHCR increased the level of water supply in 19 refugee situations and maintained the level in 20 situations. Globally, UNHCR achieved an improvement in refugees' access to safe water to average of 20 litres per person per day. Data collected through TWINE, UNHCR's Water, Sanitation and Hygiene (WASH) Monitoring System, indicated that 90% of sites reported a daily supply of water greater than 15 litres per person, meeting the UNHCR standard for emergency situations, and 65% of sites attained a water supply of 20 litres or more per person, meeting the UNHCR standard for post-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 focused on reducing the cost and environmental footprint of water supply systems by installing solar-powered water pumping systems. The expanded use of solar energy for water pumping in 19 countries reduced the cost of water supply by up to 80%, mainly through fuel cost savings.

OPERATIONAL HIGHLIGHTS

⊙ **In Bangladesh,** in response to the influx of more than 650,000 refugees from Myanmar, UNHCR engaged in the rapid construction of shallow hand-drilled tube wells, reaching the emergency water quantity standard within three months. As water quality remains

an issue, UNHCR has invested in detailed hydrological and hydrogeological studies to identify sustainable surface and groundwater sources for sustainable safe water supply.

⊙ **In Ethiopia,** UNHCR worked with the Government towards greater inclusion of refugee water supply services in national development plans and management structures. Several sites in Ethiopia adopted the "Utility Model" for water supply provision and the national water system was expanded into refugee hosting areas. Funding from development donors resulted in a significant reduction in the cost of the water supply for both refugee and host communities.

⊙ **In Uganda,** UNHCR installed solar power water pumping systems and mini-water networks, reducing reliance on water trucking and significantly reducing the cost of the water supply.

MEETING KEY CHALLENGES

The growing scale of emergencies is a key challenge to meeting the required standards for water provision, particularly when rapid increases in the number of refugees overwhelm existing water supply systems. The influx of refugees from Myanmar into Bangladesh, for instance, exceeded the capacity of UNHCR and its partners to scale up water supply operations. Other factors, such as conflict and drought, continued to affect the water supply, particularly in the Niger and Yemen. In response to these challenges, UNHCR focused on improving timely provision of life-saving WASH

services to those fleeing conflict by strengthening emergency WASH response capacity, including coordination, implementation and monitoring. UNHCR strengthened the capacity of staff and partners to deliver improved water supply services through training on WASH in emergencies and on WASH monitoring. Through a partnership with Oxfam, UNHCR strengthened predictable capacity for rapid hydrogeological investigations and design of emergency water supply systems. While a majority of refugees are hosted in urban areas, most tools relating to provision and monitoring for water supply activities have been developed for camp-based or rural settlement settings. To address this, UNHCR is exploring new ways of engaging with municipal authorities and urban water service providers to ensure refugees in urban areas have access to essential water supply services. UNHCR undertook an urban WASH review and published a Guidance Note on WASH Programming for Refugees in Urban Situations, with case studies from Lebanon, Turkey and Uganda.

GLOBAL AND REGIONAL INITIATIVES

To enhance WASH protection mainstreaming, UNHCR published a WASH protection and accountability briefing paper and worked with 27 agencies to co-publish "Toolkit for integrating menstrual hygiene management into humanitarian response". UNHCR also updated the WASH Manual to include a chapter on WASH protection principles, particularly focusing on principles of consultation, participation and accountability, enabling equitable access to WASH facilities, design of WASH facilities to enhance protection from SGBV and enabling women and girls to confidently manage menstrual hygiene.
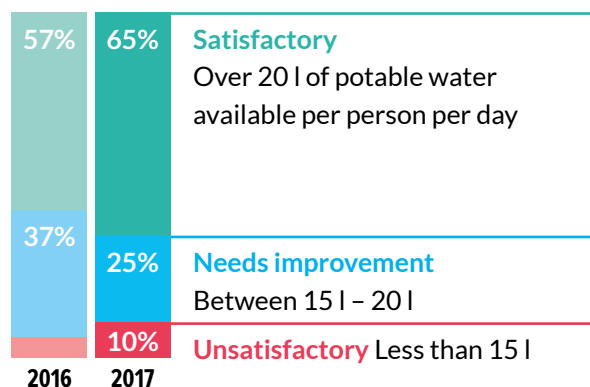
UNHCR increased its focus on cash programming as a means of delivering WASH assistance through the publication of "Cash-based Interventions for WASH Programmes in Refugee Settings" and the development of a WASH and cash response matrix. UNHCR also provided ongoing support to field operations for the use of cash in refugee WASH programmes.

UNHCR continued to focus on improving long-term access to WASH services by adopting cost efficient, environmentally sustainable technology solutions and encouraging integration of refugee WASH services within national systems. In Uganda, UNHCR is working on an integrated water resources management approach alongside the Government and development actors. In Ethiopia and the Niger, management of WASH services in refugee settings is being gradually transferred to local authorities.

UNHCR worked to more effectively manage the transition of WASH services from emergency to the longer term by adopting cost-efficient, environmentally sustainable technology solutions and encouraging inclusion of refugees within national WASH service systems and development plans in line with the Comprehensive Refugee Response Framework, and sustainable development goal 6 "Sustainable water and sanitation for all" and UN resolution 62/292 (July 2010) on the "human right to water and sanitation".

UNHCR focused on improving field-level consultation, participation and accountability towards refugees during the design and implementation of WASH programmes. This resulted in specific design modifications to enable improved access for those with disabilities and the positioning water points in safe locations. In Kakuma, Kenya, for instance, UNHCR and partners developed an application to help refugees monitor the performance of the water distribution network and flag any issues in real time to UNHCR and its partners, thus improving the participation of refugees in the provision of WASH services.

WATER

2016	2017	
57%	65%	**Satisfactory** Over 20 l of potable water available per person per day
37%	25%	**Needs improvement** Between 15 l – 20 l
	10%	**Unsatisfactory** Less than 15 l

Note: According to the weighted criteria provided in the Indicators Guidance.

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 24 SITUATIONS | **MAINTAINED** IN 7 SITUATIONS | total of 58 situations

RESULTS AND ACTIONS

UNHCR improved the participation of women in leadership/management structures in 22 refugee situations and two IDP situations, and maintained the existing level of participation in six refugee situations and one IDP situation. UNHCR focused on strengthening its community-based approach to encourage female participation in decision-making activities and held community meetings with women and girls regularly to improve communication and to conduct participatory needs assessments. UNHCR formed community groups to share information and organize activities for persons of concern and organized trainings and capacity-building sessions on refugee rights, SGBV, the impact of early marriage, and vocational skills. UNHCR initiated a gender focal point network, which gives focal points an opportunity to collaborate and share good practices, ideas and challenges relating to gender equality worldwide.

OPERATIONAL HIGHLIGHTS

◉ **In Colombia,** UNHCR collaborated with IDP community leader women to develop a sustainable psychosocial model to support survivors of SGBV. UNHCR developed this model after recognizing that women leaders often prioritized supporting other community members' needs relating to trauma, loss and grief, above their own. The model, based on individual and community psychosocial healing, allows the community leaders to receive support for their own trauma while continuing their work of supporting other survivors in the community.

◉ **In the Democratic Republic of the Congo,** UNHCR organized literacy courses with women and girls, in order to increase their reading and writing abilities and enable them to more easily participate in decision-making structures.

◉ **In India,** UNHCR actively engaged Rohingya women, including as volunteers for protection monitoring to assist in the identification of persons with protection needs. As a result, Rohingya women's participation in leadership and decision-making structures increased from 20% to 46%.

◉ **In Rwanda,** UNHCR trained over 100 women in community mobilization, psychosocial support, the identification of vulnerable individuals, and reporting mechanisms. Because of these trainings, women are now able to discuss issues and find solutions independently on a community level, with UNHCR only intervening to provide additional support when necessary.

MEETING THE CHALLENGES

Despite important progress, UNHCR continues to face challenges in promoting the equal and meaningful participation of women and girls in decision-making and leadership structures. In many of contexts in which UNHCR works worldwide, societal constraints limiting women and girls' participation in leadership structures are common. Progress towards overcoming this challenge is slow, as beliefs and engrained societal expectations often require incremental change. UNHCR also faced logistical and resource challenges, including in some cases limited access to community spaces for holding meetings, making it difficult to meet with persons of concern. Operations also reported challenges relating to a lack of training on gender equality.

GLOBAL AND REGIONAL INITIATIVES

UNHCR began developing an e-learning course on gender equality, which is expected to be to be released in 2018. In 2017, UNHCR piloted a learning programme and workshop on gender equality for UNHCR staff in field operations. Following the workshop, participants developed individual projects to strengthen gender equality in their operations. UNHCR is also strengthening its gender focal point network, allowing focal points to communicate with one another to share successes, ideas, and information across operations more easily.

In line with the updated Age, Gender and Diversity Policy, UNHCR initiated the development of a gender equality toolkit to provide detailed information for staff and partners to strengthen gender equality in UNHCR operations worldwide.

UNHCR initiated a global study documenting promising best practices on gender equality and published the first report from this study, focusing on the Middle East and North Africa region.

Refugees from the DRC who are beneficiaries of COBURWAS learn tailoring in Kyangwali Refugee settlement in Hoima District on August 8, 2017. COBURWAS International Youth Organization to Transform Africa (CIYOTA) was founded by Joseph Munyambanza to help refugees from Democratic Republic of Congo who had escaped their country in search of a better life. © UNHCR/Isaac Kasamani
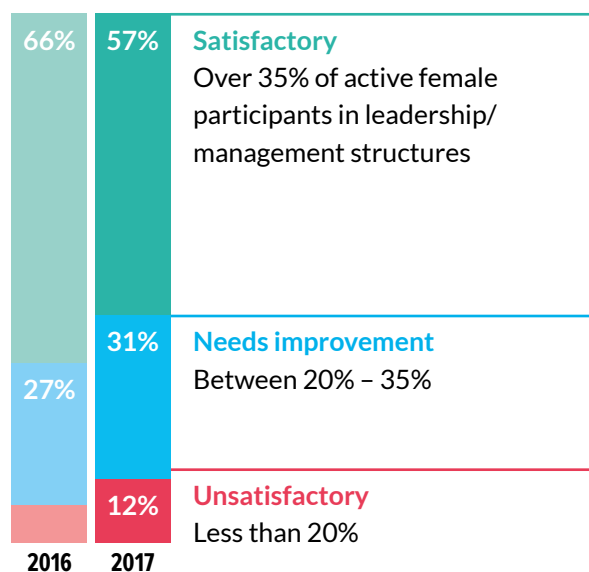
FEMALE PARTICIPATION IN LEADERSHIP AND MANAGEMENT

2016	2017	
66%	57%	**Satisfactory** Over 35% of active female participants in leadership/ management structures
27%	31%	**Needs improvement** Between 20% – 35%
	12%	**Unsatisfactory** Less than 20%

Note: According to the weighted criteria provided in the Indicators Guidance.

GLOBAL STRATEGIC PRIORITY COEXISTENCE

Seek improvement in relations between persons of concern and local communities in 65 refugee situations

IMPROVEMENTS IN 31 SITUATIONS | total of 65 situations

RESULTS AND ACTIONS

Operations reported improved peaceful coexistence between persons of concern and host communities in 31 situations. In consultation with joint peaceful coexistence committees, UNHCR implemented community support projects aiming to increase displaced and host communities' access to a range of basic services. Through these projects, UNHCR utilized social, recreational, cultural and livelihoods activities to bolster relationships between displaced and host community members, enhance integration and increase self-reliance. UNHCR also implemented awareness-raising and sensitization campaigns in accordance with the needs and capacities of local communities to promote peacebuilding and conflict resolution.

OPERATIONAL HIGHLIGHTS

⊃ **In Afghanistan,** UNHCR implemented 50 projects relating to peaceful coexistence, alleviating pressures on host communities across the country. These projects included infrastructure improvements, the provision of solar panel home lighting systems, and the construction of three new schools and a community centre. These projects directly benefited over 49,808 IDPs and returnees, as well as 350,000 local community members, fostering mutual understanding and relationships within communities.

⊃ **In Cameroon,** UNHCR organized 55 projects on peaceful coexistence between refugees and host communities, with 78,077 total cumulative participants. These projects included educational talks on cultural values and peaceful coexistence, a craft fair for refugees and host community members, intercommunity dialogues, and training of refugee community leaders and members of host communities. These projects allowed for community interaction, and provided open forums for preventative discussions of challenges.

⊃ **In Ethiopia,** UNHCR supported a Youth Peace Education Club, promoting peaceful coexistence between refugee and host communities. UNHCR conducted peace education sessions with young people and organized various activities, including tea sessions between the two groups, traditional dances, drama and storytelling. The project directly engaged 80 youth members and indirectly engaged some 10,000 community members and significantly reduced the reported conflicts between displaced and host communities.

⊃ **In Turkey,** UNHCR created a Social Cohesion Task Force to coordinate social cohesion efforts across the country. UNHCR increased its communication and dialogue with and between refugee and host communities, aiming to change negative perceptions between the two groups. Engaging with of local community leaders such as imams, mukhtars and school managers greatly helped mediate tensions between refugee and host communities.

MEETING KEY CHALLENGES

Competition over limited natural resources is a key challenge, most notably a lack of firewood, water, food and cultivatable land available to all. This scarcity reportedly contributes to negative perceptions about persons of concern among host community members. UNHCR has responded by attempting to replenish natural resources around refugee camps, for example by planting trees, and by conducting environmental education courses. In the Democratic Republic of the Congo, UNHCR has produced more than 14,000 trees in nurseries, and has planted some 13,000 in and around camps, and has conducted environmental education with 1,207 people. UNHCR conducted similar initiatives in Ethiopia and Ghana. A lack of sufficient funding continues to be a key challenge, particularly in areas where increased security risk leads to greater needs for displaced and host communities. Lastly, increasing xenophobia leading to negative perceptions of persons of concern remains a global challenge.
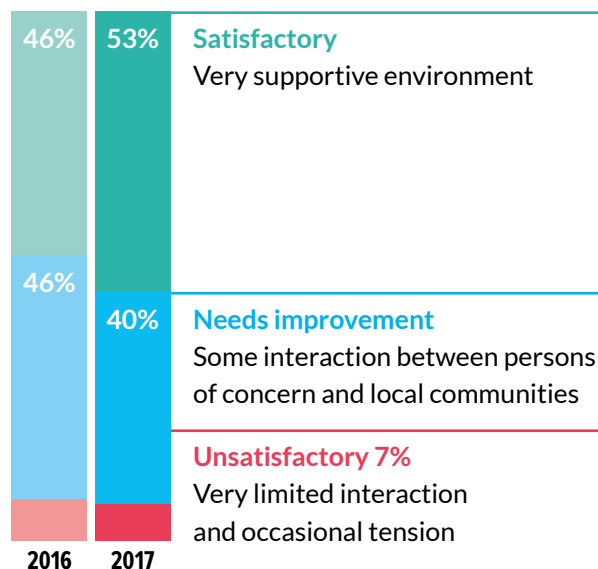
GLOBAL AND REGIONAL INTIATIVES

UNHCR implemented a Community-Based Protection Learning Programme in Eastern and Southern Europe and West Africa, targeting 43 UNHCR staff from 23 operations. The learning programme focused on working with communities in the field and fostering collaboration and mutual support between displaced and host communities through the exchange of promising practices and tools from different regions.

UNHCR continued to promote greater linkages and support between persons of concern and host communities through the roll-out of the Comprehensive Refuge Response Framework and the development of the global compact on refugees. UNHCR conducted consultations in Australia, the Middle East (Lebanon), the Americas (Honduras), Europe (Switzerland and Sweden), and Africa (Djibouti, Ethiopia, Uganda and the United Republic of Tanzania), which included the participation of different age, gender and diversity groups, including members of host communities. Participants discussed challenges and shared thoughts on peaceful coexistence and working together to improve the situation of both host and refugee communities.

UNHCR established a Global Youth Advisory Council (GYAC), consisting of 15 refugee youth aged between 18 and 25 from a broad range of locations globally. Each of the delegates consulted with their communities to understand what they felt were the most important elements to include in a global compact on refugees . In Geneva, the GYAC delegates participated in the thematic discussions and the High Commissioner's Dialogue on Protection Challenges, sharing thoughts from their communities as presenters in panel discussions, through submissions from the floor and through the development of their own position paper on the global compact on refugees.

COEXISTENCE

Satisfactory
Very supportive environment

Needs improvement
Some interaction between persons of concern and local communities

Unsatisfactory 7%
Very limited interaction and occasional tension

2016: 46%, 46%
2017: 53%, 40%

Note: According to the weighted criteria provided in the Indicators Guidance.

GLOBAL STRATEGIC PRIORITY
SELF-RELIANCE

Maintain or increase the percentage of persons of concern who are supported to improve their business and self-employment opportunities in 38 operations

IMPROVEMENTS IN 25 SITUATIONS | **MAINTAINED** IN 7 SITUATIONS | total of 38 situations

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RESULTS AND ACTIONS

The percentage of persons of concern self-employed or operating their own business increased in 25 operations and was maintained in seven operations. UNHCR worked towards the economic inclusion of persons of concern by leveraging partnerships with a variety of stakeholders including government line ministries, the private sector, development organizations and civil society. UNHCR prioritized the inclusion of persons of concern into existing national development and poverty alleviation programmes, financial systems and labour markets, through advocacy and coordination with partners and other actors. In cases where the implementation of livelihood interventions was necessary to fill a gap or demonstrate models to be scaled, UNHCR followed a market-systems approach[3] to assist persons of concern towards safe and sustainable employment opportunities.[4] Through MADE51 (Market Access, Design and Empowerment of Refugee Artisans Initiative), UNHCR worked with local social enterprises to develop pathways for refugee artisans to gain access to global markets. Through continued implementation of the

"graduation approach"[5] in partnership with the NGO Trickle Up, UNHCR targeted an expanded population of poor and vulnerable refugees and host community members with a combination of social and economic assistance in an effort to lift them out of poverty. To enhance the financial inclusion of persons of concern, UNHCR and the Swedish International Development Cooperation Agency, in collaboration with Grameen Crédit Agricole, launched a credit guarantee facility supporting financial service providers providing loans to refugees.

OPERATIONAL HIGHLIGHTS

◢ **In Argentina, Cameroon**, the **Democratic Republic of Congo**, **Djibouti**, **Mexico**, **Pakistan** and **Tunisia**, UNHCR completed market and value chain analyses in collaboration with the International Labour Organization (ILO). These analyses form the basis of market-based livelihood interventions and the findings will be used to integrate persons of concern into relevant sectors where there is potential for growth and employment for both refugees and host communities.

◢ UNHCR expanded the implementation of the "graduation approach" to **Argentina**, **Mozambique** and the **Sudan**. Since 2014, UNHCR has been implementing the "graduation approach" in **Burkina Faso**, **Costa Rica**, **Ecuador**, **Egypt**, **Zambia** and **Zimbabwe**.

◢ **In Costa Rica**, the rate of self-employment amongst those who have graduated increased from 24% to 59%.

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[3]   See UNHCR-ILO, "Market-based livelihoods interventions for refugees." Available from http://www.unhcr.org/594b7d7f7.pdf.

[4]   See UNHCR, "Safe value chains". Available from http://www.unhcr.org/safe-value-chains.html.

Ablaye Mar is a Senegalese embroiderer, who has been a refugee in France since 2014. Thanks to La Fabrique Nomade, he met and worked with Sabatina Leccia, a French artist and fashion designer. © UNHCR/Benjamin Loyseau HCR/Benjamin Loyseau

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[5]   See http://www.unhcr.org/55005bc39.pdf.

➡ UNHCR and the Swedish International Development Cooperation Agency (SIDA) partnered with Grameen Crédit Agricole to launch a credit guarantee facility for $15 million. Recognizing the centrality of access to financial services for persons of concern to initiate and sustain businesses, SIDA will cover 50% of the default in the case of loan write-offs, thereby reducing the risk for financial service providers when providing loans to refugees. The agreement supported financial service providers targeting refugees in **Jordan** and **Uganda**.

MEETING KEY CHALLENGES

While UNHCR made important progress in expanding inclusion and promoting refugees' right to work, a range of legal, policy and administrative barriers continue to impede access to safe and sustainable employment for persons of concern. High unemployment and poverty rates in many host countries can create adverse conditions for refugee employment, and UNHCR continued to advocate with governments for legal work rights for refugees, and worked with the private sector to increase access to work opportunities for persons of concern. UNHCR deepened collaboration with the Organization for Economic Cooperation and Development (OECD) to promote refugees' access to local labour markets. Following the fourth OECD dialogue, which included the participation of 36 private sector employers discussing barriers to the employment of refugees, UNHCR and OECD developed a joint action plan and a set of guidelines for employers hiring refugees. In addition, as part of efforts to deliver integrated services, a number of countries involved in the Comprehensive Refugee Response Framework roll-out started adopting new policies to include refugees in social services and grant rights related to employment on par with host communities,.
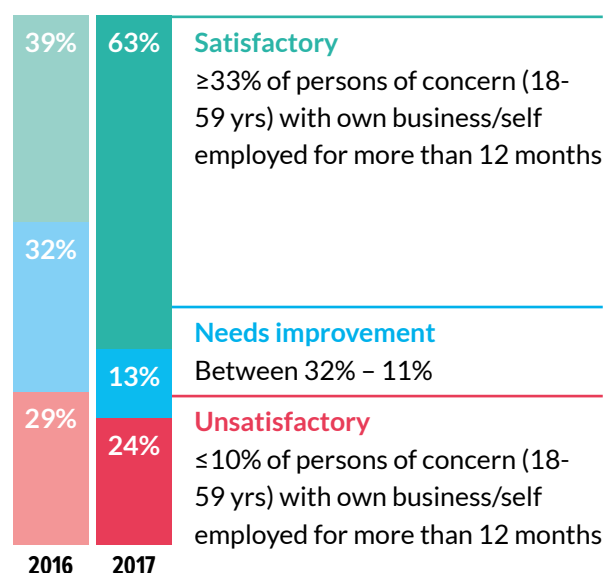
GLOBAL AND REGIONAL INITIATIVES

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UNHCR continued building on its partnership with ILO to support strategies and policies that will allow a greater enabling environment for refugees' to access labour markets. UNHCR provided technical input and protection expertise in the drafting of ILO

Recommendation 205 on Employment and Decent Work for Peace and Resilience, helping to ensure that the scope, guiding principles, approaches and comprehensive normative framework reflects the needs of persons of concern. The Recommendation was adopted by the International Labour Conference in 2017, and serves as a useful advocacy tool to promote refugees' access to employment and decent work.

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UNHCR embarked on MADE51 (Market Access, Design and Empowerment of Refugee Artisans Initiative), a global, collaborative initiative to link refugee artisans with markets. UNHCR, in partnership with local social enterprises and refugees artisans, developed refugee-product lines in 11 countries[6] for market testing at the *Maison et Objet* trade show in Paris.

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UNHCR established a partnership with the United Nations Capital Development Fund (UNCDF) for the creation of a technical assistance facility for financial service providers in 10 countries, helping to build the case for financial inclusion of persons of concern. In addition, UNHCR conducted research on issues affecting refugees' access to affordable remittance channels.

SELF-RELIENCE

2016	2017	
39%	63%	**Satisfactory** ≥33% of persons of concern (18-59 yrs) with own business/self employed for more than 12 months
32%		
	13%	**Needs improvement** Between 32% – 11%
29%	24%	**Unsatisfactory** ≤10% of persons of concern (18-59 yrs) with own business/self employed for more than 12 months

Note: According to the weighted criteria provided in the Indicators Guidance.

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[6]   Afghanistan, Burkina Faso, Egypt, Jordan, Kenya, Lebanon, Malaysia, Pakistan, Rwanda, Thailand and the United Republic of Tanzania

GLOBAL STRATEGIC PRIORITY EDUCATION

Seek improved enrolment rate of primary school-aged children in 96 refugee situations

INCREASED IN 54 SITUATIONS | **MAINTAINED** IN 6 SITUATIONS | total of 96 situations

RESULTS AND ACTIONS

Enrolment rates of primary school-aged children increased in 54 out of 96 refugee situations and were maintained in six situations. Globally, the enrolment rates of primary school-aged refugee children improved, with the percentage of refugee children enrolled in primary education rising from 50 to 61%. 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 and, in the context of the Comprehensive Refugee Response Framework, UNHCR worked with the Intergovernmental Authority on Development (IGAD) on a Declaration, in which Ethiopia, Kenya, South Sudan, the Sudan and Uganda committed to integrating refugees into National Education Sector Plans and developing mechanisms for recognizing qualifications by 2020.

OPERATIONAL HIGHLIGHTS

⊙ **In Malaysia,** UNHCR advocated with the government for refugees access to the national education system, and as a result the Ministry of Education selected a pilot group of 25 Rohingya learning centres to be government registered, giving Rohingya refugee children a pathway to accredited education.

⊙ **In Rwanda** UNHCR, in collaboration with the Government and other partners, supported the inclusion of 22,820 primary school students in four out of the six refugee camps. Paysannat L School, located in the vicinity of Mahama camp, is now the biggest national school in Rwanda, hosting both refugee and host community students.

⊙ **In Kenya, Rwanda**, **South Sudan**, the **Sudan**, **Uganda** and the **United Republic of Tanzania**, UNHCR rolled out the Refugee Education Management Information System. The system enables the efficient collection, analysis and reporting of refugee education data, addressing the data gaps that often exist as a result of poorly captured or disaggregated data in national education management information systems.

⊙ **In South Sudan**, UNHCR focused on enhancing the quality of teaching and learning with an emphasis on pre-service training for teachers. Through techniques such as peer teacher trainings and lecturers observing teachers in schools and providing feedback, these programmes led to an increase in qualified teachers in refugee schools from 1% to 7% between 2016 and 2017.

MEETING KEY CHALLENGES

Despite an overall increase in the enrolment rate of refugee children in primary school in 2017, UNHCR continued to face challenges in improving access to education for primary-aged refugee children. The scale of displacement of primary school-aged children throughout the year, including the sudden influx of refugees from Myanmar into Bangladesh, stretched UNHCR and partners capacities to respond. In Uganda, for example, 51% of the 376,081 new refugee arrivals in 2017 were school-aged children between 6 and 17 years. Even with a major mobilization by UNHCR, the Government of Uganda and partners, only 54% of Uganda's population of primary school-aged refugees were enrolled in primary education in 2017. Furthermore, on-going conflict in locations such as the Syrian Arab Republic and Yemen led to further disruption in education services, and sometimes the destruction of infrastructure and learning materials. UNHCR sought to overcome these challenges at the policy level through strengthened partnerships with global and regional bodies, such as the Global Partnership for Education, the International Institute for Educational Planning, and the Inter-Agency Network for Education in Emergencies, in order to work towards the development of a favourable environment for refugee children to enter and remain in school. UNHCR also advocated with Ministries of Education for the inclusion of refugee children in national education planning. At the field level, UNHCR helped refugee communities overcome the financial challenges of enrolling in school and focused on improving the quality of teaching and learning worldwide.

GLOBAL AND REGIONAL INITITATIVES

In line with sustainable development goal on education (SDG4), UNHCR supported the Regional Meeting of Ministers of Education of Latin America and the Caribbean and the Ministerial SDG4 Regional Forum for Eastern Africa. In both regions, States made commitments and formulated key priorities to include refugees in national education systems at regional and country levels.

Supairy (right), 10, smiles as her classmates at Seagull Primary School in Kutupalong refugee camp receive pens, A4 paper, Lego and crayons from UNHCR's local NGO partner, Codec. Born in the camp, these children's parents, and in some cases grandparents, are longstanding refugees from Myanmar.
© UNHCR/Andrew McConnell

and launching the AEWG guidance materials, as well as the development and finalization of the learning agenda to strengthen the evidence base for accelerated education and the roll-out of accelerated education workshops.

The Albert Einstein German Academic Refugee Initiative (DAFI) provided 6,700 scholarships for refugee students in 50 countries. DAFI allows refugee students to access higher education in their host countries.

UNHCR supported flexible learning options for refugee students to access higher education by facilitating the Connected Learning in Crisis Consortium, in collaboration with the University of Geneva (InZone). The programmes offer connected learning opportunities including face-to-face and online studies. In 2017, connected learning programmes supported 7,000 refugee students in 11 countries.

Together with the Global Partnership for Education, UNHCR supported 22 country programmes to develop and implement national education policies, programmes and practices, ensuring that students from both refugee and host communities can access quality education through the national system.

UNHCR established 30 Instant Network Schools in the Democratic Republic of the Congo, Kenya, South Sudan and the United Republic of Tanzania in partnership with the Vodafone Foundation. The integration of new technologies, particularly interactive digital technologies, in teaching and learning environments and improved access to learning resources. Nearly 62,500 young refugees and 865 teachers benefited from these services in 2017.
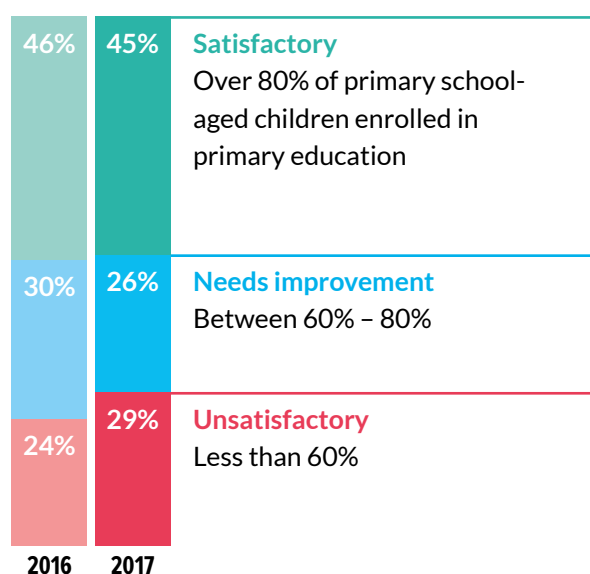
UNHCR coordinated the activities of the Accelerated Education Working Group (AEWG), providing leadership, guidance and direction. The AEWG had a productive year, improving practice through piloting, field testing, modifying, finalizing

EDUCATION

	2016	2017	
Satisfactory Over 80% of primary school-aged children enrolled in primary education	46%	45%	
Needs improvement Between 60% – 80%	30%	26%	
Unsatisfactory Less than 60%	24%	29%	

Note: According to the weighted criteria provided in the Indicators Guidance.

GLOBAL STRATEGIC PRIORITY
VOLUNTARY RETURN AND REINTEGRATION

Support refugees to return voluntarily, and in safety and dignity, in 42 situations where conditions permit

SOME 667,400 REFUGEES RETURNED VOLUNTARILY

RESULTS AND ACTIONS

UNHCR supported refugees to return voluntarily, in safety and in dignity in 33 situations where conditions permitted. An estimated 667,400 individuals voluntarily repatriated to their countries of origin, including to Afghanistan, Burundi, Côte d'Ivoire, Rwanda, Somalia and Sri Lanka. UNHCR focused on ensuring the best decision-making environment possible and supporting free and informed decision-making for assisted voluntary repatriation. UNHCR conducted dialogues with refugees on their future intentions, negotiated legal voluntary repatriation frameworks with States and facilitated cross-border preparatory work between government authorities, civil society and other partners to plan required support for returnees.

Support returnees in 16 situations to reintegrate in a sustainable manner, with the same access to rights as other citizens

RESULTS AND ACTIONS

UNHCR supported returnees to reintegrate in a sustainable manner in 11 operations. To assist returnees in meeting their essential needs in the initial phase of their return, UNHCR provided reintegration cash grants and other assistance, such as health care and legal assistance. UNHCR monitored the issues affecting returnees upon return and advocated with States to address the protection issues impeding reintegration. UNHCR undertook programming with development partners in return areas to address issues particular to forced displacement, including housing, land and property rights and civil documentation, and advocated for the inclusion of returnees in national development plans and other solutions frameworks.

OPERATIONAL HIGHLIGHTS

➲ UNHCR assisted 58,817 registered Afghan refugees to voluntarily repatriate, mostly from **Pakistan**. UNHCR further strengthened its return monitoring systems in **Afghanistan**.

➲ UNHCR assisted 33,398 refugees to voluntarily repatriate from **Kenya** to **Somalia**. Despite on-going challenges related to drought, food insecurity, conflict and lack of services in Somalia, some 111,000 Somali refugees have returned home since 2014, mainly from Djibouti, Kenya and Yemen.

➲ UNHCR facilitated the voluntary repatriation of some 13,000 refugees from the **United Republic of Tanzania** to **Burundi**. UNHCR established a returnee protection monitoring programme and an inter-agency reintegration plan.

➲ **Three Tripartite** Voluntary Repatriation Agreements were signed in 2017.

MEETING KEY CHALLENGES

Ongoing challenges to the voluntary return and sustainable reintegration of refugees include, a lack of safety and security in return areas, which often have only limited access to essential services and a lack of access to civil documentation, secure land tenure, sustainable livelihoods and financial resources. In order to support conditions conducive to return, UNHCR worked in partnership with development, conflict prevention and security and peace building actors, and focused on developing and leveraging rule of law and governance programming. In **Somalia**, UNHCR is supporting several joint UN programmes, one of which focuses on making relevant institutions accessible to IDPs and returnees by enhancing local governance mechanisms. The programme assists in improving access to affordable housing, and other essential services for IDPs and returnees. Globally, UNHCR supports other mechanisms promoting social cohesion, such as interfaith platforms and return committees, to encourage greater connections between returnees and national civil societies. In the **Sudan**, a joint United Nations programme is strengthening justice and security, including dispute resolution mechanisms, and re-establishing the criminal justice system in pilot areas where IDPs are likely to return. In **Burundi**, a joint UNHCR, the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA) and the Food and Agriculture Organization of the United Nations (FAO) programme supports building capacity for border monitoring and access to justice, security and social services for returnees and local communities, along with increased livelihood opportunities.

GLOBAL AND REGIONAL INITIATIVES

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The Rwanda Comprehensive Solutions Strategy formally came to an end with the return of 19,000 Rwandans. Since its inception in 2009, some 70,000 Rwandans have repatriated. With approximately 250,000 **Rwandan** refugees and former refugees remaining outside the country, UNHCR will continue to engage bilaterally with the Government of Rwanda and with host countries to support solutions.

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The Africa region took important steps towards the implementation of the New York Declaration for Refugees and Migrants. Djibouti, Ethiopia, Kenya, Somalia, Uganda and Zambia are participating in the implementation of the Comprehensive Refugee Response Framework, with UNHCR's support. With the support of IGAD, which played an important convening role during the development of the Nairobi Declaration on Durable Solutions for Somali Refugees and Reintegration of Returnees in Somalia, the CRRF is being applied in the context of the regional response to the situation of Somali refugees.

GLOBAL STRATEGIC PRIORITY LOCAL INTEGRATION

Support local integration in 42 refugee situations where conditions permit

IMPROVEMENTS IN 23 SITUATIONS | total of 42 situations

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RESULTS AND ACTIONS

UNHCR supported States and other partners to improve the local integration in 42 refugee situations. UNHCR encouraged States to provide durable legal statuses to refugees, such as naturalization or permanent residence and to entitle them to the progressive enjoyment of their rights and increase their access to national services in the absence of discrimination. UNHCR supported refugees to address the administrative and practical barriers preventing them from accessing their rights and conducted assessments of the challenges to local integration from the perspective of the refugees and local communities. UNHCR mobilized community-based approaches to protection, providing opportunities for displaced and host communities to work together to jointly identify concerns, and design and implement actions to respond to them. These approaches promoted social cohesion by ensuring the representation of all groups within the displaced community, including those with specific needs and the most marginalized. UNHCR worked with national authorities on legal integration policies and legislation and worked with private sector and civil society actors involved in improving reception conditions and integration prospects. UNHCR also encouraged States to examine how they can facilitate access to labour opportunities and employment for persons of concern.

OPERATIONAL HIGHLIGHTS

● **In Chile,** authorities are advancing on the inclusion of refugees in the national social protection system, following UNHCR's advocacy with authorities for the inclusion of refugees in national services.

● **In Colombia,** in recognition of the importance of security of tenure as a key enabling factor of local integration, UNHCR worked with authorities to legalize 30 informal urban IDP settlements, an essential step in helping IDPs enjoy access to housing, land and livelihoods.

● **the former Yugoslav Republic of Macedonia**, **Kazakhstan**, and **Mexico** granted citizenship to refugees.

● **In Mexico,** UNHCR supported the relocation of refugees from border regions to the city of Saltillo, which has a specific local integration programme and where there are opportunities for formal work and further integration. Engagement by relevant ministries and employers ensured coordinated support to refugees in accessing the labour market and continued follow-up with families involved.

● **In Poland,** the integration model developed by the city of Gdansk in 2016 was rolled out to 11 other Polish cities, with support from UNHCR.

MEETING KEY CHALLENGES

Limited enjoyment of full work rights and limited access to livelihood opportunities remains a key challenge to the integration of refugees. To address these issues at the global level, UNHCR collaborated with the International Labour Organization (ILO) on analysis, advocacy and programming, including baselines for livelihoods programming and the distribution of work permits. UNHCR provided technical support to ILO during the drafting of Recommendation 205 on Employment and Decent Work for Peace and Resilience, providing a guide for the steps needed to advance dignified work for refugees, and outlining the contribution of the world of work to the prevention of, and reconstruction after the conflict.
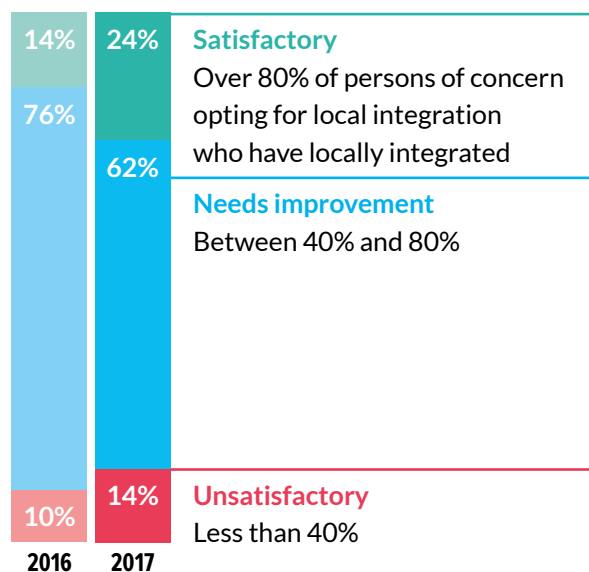
Two men build a house as part of a UNHCR construction project in the Malemaka district of Bangui. © UNHCR/Djerassem Mbaiorem

GLOBAL AND REGIONAL INITIATIVES

UNHCR broadened its engagement with national ministries, municipal and local governments and host communities, recognizing their vital roles in setting an inclusive tone and furthering integration to counter xenophobia. In line with the call by UN Member States in the New York Declaration to work with a wide set of actors towards more comprehensive responses, UNHCR supported networks and initiatives such as the **Global Mayors Summit** held in New York, on migration and refugee policy and practice, and the **Cities of Solidarity** model for inclusive public policies that foster integration in the Americas.

In **Europe**, UNHCR developed a partnership with the OECD to develop 10 case studies on municipal engagement with refugees and to better understand refugee policy in cities. In addition in Europe, UNHCR undertook regular participatory assessments with refugees on their integration experience, and based on the result, gave proposals and feedback to national authorities.

LOCAL INTEGRATION

2016	2017	
14%	24%	**Satisfactory** Over 80% of persons of concern opting for local integration who have locally integrated
76%	62%	**Needs improvement** Between 40% and 80%
10%	14%	**Unsatisfactory** Less than 40%

Note: According to the weighted criteria provided in the Indicators Guidance.

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 75,200 REFUGEES WERE SUBMITTED FOR RESETTLEMENT

RESULTS AND ACTIONS

UNHCR submitted 75,200 refugees for resettlement; a 54% decrease compared with 2016, following fluctuations in State resettlement quotas resulting in a global decrease in the number of resettlement places in 2017. In close cooperation with the International Organization for Migration (IOM), UNHCR assisted 65,100 refugees to depart to a resettlement country, a 48% decrease compared to the previous year. Syrian refugees continued to be the largest refugee group benefiting from resettlement, with UNHCR submitting more than 37,300 Syrians for resettlement, a 53% decrease from 2016. The Democratic Republic of the Congo was the country of origin of the second highest number of refugees submitted for resettlement, with UNHCR submitting 13,000 for resettlement, mainly to the United States of America. The United States of America was the main receiving country for UNHCR refugee referrals in 2017, with 26,800 referrals (36%), followed by the United Kingdom of Great Britain and Northern Ireland (9,200), Sweden (6,000), France (5,200) and Canada (4,100). Resettlement remains a precious durable solution that has helped millions of refugees to live in safety and have the opportunity to reconstruct their lives.

OPERATIONAL HIGHLIGHTS

- ○ UNHCR worked with resettlement countries on protection-sensitive in-country processing programmes to resettle extremely vulnerable internally displaced persons from northern **Iraq**, who had suffered extreme violence and persecution at the hands of extremists.

- ○ **In Nepal,** the large-scale Bhutanese resettlement programme drew to a close, with over 112,000 refugees resettled to third countries over the decade between 2007 and 2017. Around 7,000 refugees remain in Nepal, approximately 900 of whom have been processed for resettlement and are expected to depart by mid-2018.

- ○ The Protection Transfer Agreement (PTA) in the North of Central America was expanded to include **Guatemala** and **Honduras**. The PTA, which stated as a pilot in El Salvador in 2016, continued to serve as an innovative life-saving mechanism providing individuals exposed to extreme risks with safe and legal access to a durable solution in a resettlement country via a country of transit. While the United States of America was the only country of reception during the pilot phase, Australia, Canada, and Uruguay have received a small number of cases in 2017.

MEETING KEY CHALLENGES

For the third year in a row, UNHCR estimated global resettlement needs to be over 1 million people (1,190,000), including in protracted situations where resettlement is envisioned over a period of several years. Despite this increased need, quotas of resettlement places decreased significantly in 2017, with UNHCR submissions covering only 6% of the global needs. This has impacted UNHCR's ability to use resettlement to respond to the most acute needs. In response to this challenging context, UNHCR continued to advocate with resettlement countries to maintain a focus on individuals most in need of resettlement in line with existing resettlement submission categories.

The Ángel Velásquez family (from left) Miriam, Adriana, Valentina, Sebastián and Ricardo, show off their bread at the family's bakery in San José, Costa Rica. They have built a successful business here since fleeing Colombia. © UNHCR/Santiago Escobar-Jaramillo

GLOBAL AND REGIONAL INITIATIVES

UNHCR built and maintained partnerships through the Annual Tripartite Consultations on Resettlement (ATCR) and its Working Group. Throughout the year, ATCR Working Groups on integration, integrity and capacity- building took place.

UNHCR supported emerging resettlement countries to build their programmes through the Emerging Resettlement Countries Joint Mechanism (ERCM). UNHCR rolled out important capacity-building initiatives in Argentina, Brazil, and Chile with the support of this programme. UNHCR hosted consultations focusing on the expansion of resettlement programmes and the development of community based sponsorship programmes in Ireland, the Republic of Korea, and Spain.

UNHCR engaged in a number of strategic partnerships aiming to expand resettlement opportunities for refugees. This included strengthening and actively engaging with the Global Refugee Sponsorship Initiative, which spearheads the establishment and expansion of community sponsorship programmes for refugees, and 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.

In response to the devastating loss of life along the Central Mediterranean route in 2017, and in line with UNHCR's 2017 strategy "The Central Mediterranean Route: Working on Alternatives To Dangerous Journeys", UNHCR established a new Core Group for Enhanced Resettlement and Complementary Pathways along the Central Mediterranean route. The Group assumed leadership in mobilizing support for efforts to increase resettlement for the most vulnerable refugees, as well as proactively pursuing opportunities for safe and regulated admission through complementary pathways. Focusing on a regional and comprehensive response, UNHCR enhanced resettlement staffing capacity and procedures in 15 operations in the three subregions of North Africa, the East and Horn of Africa and West Africa.

RESETTLEMENT

2016

Oustanding resettlement needs **1,150,000**

Resettled refugees **125,600 (11%)**

2017

Oustanding resettlement needs **1,190,000**

Resettled refugees **65,100 (5,5%)**

2017 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 prepared the financial statement for 2017 in compliance with the International Public Sector Accounting Standards (IPSAS).

INTERNATIONAL PROTECTION

➜ UNHCR provided legal advice, guidance and operational support on a range of protection issues to field operations and States, including on legal obligations and the individual rights of persons of concern.

➜ In support of the #IBelong Campaign to End Statelessness by 2024, UNHCR produced a number of new guidance materials, including a guide on programming for statelessness, a paper on good practices on birth registration for the prevention of statelessness, and a paper on the sustainable development goals and addressing statelessness.

INFORMATION AND COMMUNICATIONS TECHNOLOGIES

➜ UNHCR enhanced security governance, implemented an information security programme, and strengthened cybersecurity, data protection and privacy controls, ensuring that persons of concerns' data is protected.

➜ UNHCR mobilized the "Refugee Emergency Telecommunications Sector" mechanism for the first time, providing internet connectivity and security communications services to the wider humanitarian community in refugee emergencies, within the framework of the refugee coordination model.

The first convoy of trucks carrying Chadians home from Darfur arrives at the UNHCR-built transit centre in Moudeina. © UNHCR/Ibrahima Diane

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 over 20 operations, including through the deployment of surge capacity staff and technical experts.

PROGRAMME MANAGEMENT

➜ UNHCR issued a Needs Assessment Handbook, accompanied by a variety of actions to improve joint assessment analysis in the inter-agency context, as well as within UNHCR operations.

➜ UNHCR provided technical support to 57 country operations and five regional offices implementing cash-based interventions programmes. In total, UNHCR assisted some 8 million people with cash in 94 countries.

EMERGENCY PREPAREDNESS AND RESPONSE

➜ UNHCR provided life-saving assistance through core relief items to 1.2 million displaced people.

➜ UNHCR trained 1,350 staff and partners on emergency preparedness and response through workshops on emergency management, senior emergency leadership programmes, and situational emergency trainings, among others.

➜ UNHCR issued a revised Policy on Emergency Preparedness and Response. The policy improves and simplifies access to human, financial and material resources, and has an enhanced focus on partnerships and inclusivity.

➜ UNHCR conducted over 62 security support missions, including to emergency operations in Angola, Bangladesh, Iraq and Uganda.

MOBILIZATION OF SUPPORT

➜ UNHCR received over $3.9 billion in donor support, with income from private sector fundraising of $400 million.

➜ UNHCR's #WithRefugees Campaign, which aims to showcase global public solidarity with refugees, measured more than 15 million solidarity actions in favour of refugees. This included 1.8 million signatures on the campaign petition.

➜ The Executive Committee grew from 98 to 101 Members, reflecting the increasing global interest and support of the work of UNHCR.

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 4,000 UNHCR staff.

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 at UNHCR Headquarters and in the field is strengthened, and adequate internal control infrastructure is in place.**

UNHCR concluded the upgrade of its enterprise resource planning system. The updated enterprise resource planning system adopts industry best practice and standards, leading to a refined business process with better accountability, greater transparency and greater user satisfaction. The upgrade will reduce manual work and duplication and improve overall operational effectiveness. UNHCR deployed Oracle Hyperion, delivering advanced budget analysis capabilities through real-time reports and additional system-automated financial controls. These improvements allow for the early detection of errors, accelerating the budget processes for Field and Headquarters staff and improving the overall quality of detailed budgets. UNHCR also deployed the Management System Renewal Project (MSRP) travel and expenses module in pilot locations, providing substantial automation and controls. Full implementation is planned in 2018.

UNHCR delivered 15 Committees of Contracts workshops to 56 Regional and Local Committees of Contracts. UNHCR provided these workshops, each lasting 2.5 days, to 367 staff members in 10 locations covering all five regions. The workshops equipped senior managers with knowledge of the functioning, roles and scope of the Committees, enhanced their understanding of the review and vetting process of the submissions and recommendation and decision process, and contributed to a more robust internal control system, reducing the risk of a misuse of resources and risk to UNHCR's reputation.

UNHCR created an Administration and Finance Emergency Roster of experienced staff members to strengthen corporate emergency preparedness and response capacity. To establish the roster, UNHCR conducted a number of activities, including a mapping and evaluation of the existing administrative and finance tools and materials for emergencies, an assessment of internal control risks in emergencies for the administration and finance functions, and the introduction of a new quick reference tool for management oversight of admin/finance activities in emergencies.

In addition to conducting regular training on administration and finance management at Headquarters and in field operations, UNHCR launched a new Fraud Prevention Manual. This reference material will contribute to preventing, detecting, deterring and combating fraud and corruption by highlighting fraud warning signs, preventive measures, relevant policies and other guidance documents, as well as appropriate mitigating actions.

UNHCR issued updated administrative instruction on cash-based interventions (CBIs) to support the implementation of the Policy on CBIs. The instruction contains specific guidance on CBIs, covering issues related to financial management, financial risk management, and internal controls and reporting. UNHCR has adjusted its systems, tools, guidance, procedures and processes, including introducing new procedures in MSRP, for the financial management and control of CBIs. The instruction applies to all UNHCR operations implementing CBIs.

UNHCR issued revised standard templates for UNHCR-funded Partnership Agreements, ensuring that the management of revised agreements aligns with UNHCR's Enhanced Framework for Implementing with Partners. The changes are

Anna Spindler, UNHCR Head of Supply Chain and Logistics, at a distribution of core relief items in Kutupalong camp. © UNHCR/Andy Hall

intended to strengthen humanitarian partnerships, simplify and streamline agreements for enhanced accountability, and contribute to upholding humanitarian and ethical standards. UNHCR also embedded risk management, partner due diligence vetting and registration, and reinforced risk-based monitoring and auditing into the Framework. These changes enhance assurance and accountability of funds entrusted to partners, who undertake programmes and projects accounting for 37% of UNHCR's annual expenditure.

UNHCR Contracts Committee reviewed 544 submissions and took a total of 666 timely decisions. UNHCR prepared over 332 financial reports on received donor contributions and submitted three reports on financial statements and six budget reports to governing bodies, including Executive Committee, the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee of the United Nations General Assembly. The UNHCR Audit Service of the Internal Audit Division of the Office of Internal Oversight Services (OIOS) issued 28 final reports containing 141 recommendations. The audits of UNHCR Headquarters and thematic areas included a focus on livelihoods programmes, shelter programmes, information and communication technology, receivable accounts, the distribution of core relief items, staff accommodation and education grant entitlements.

The advisory engagement dealt with a review of the implementation of the enterprise risk management policy and procedures at UNHCR. In 2017, 128 audit recommendations were closed and by the year end, there were 183 open recommendations.

> **KEY AREA: Accounts are recorded in full compliance with IPSAS, and UNHCR endeavours to benefit from the standards to the maximum extent.**

UNHCR prepared IPSAS-compliant financial statements for 2017, applying best practices in financial reporting and laying the foundations for transparency and judicious stewardship of resources. UNHCR revised the financial processes and procedures for administering the UNHCR- and theUnited Nations Office for Project Services (UNOPS) Disbursement Agreements. The revision has improved the transparency of UNHCR's expense recognition and reporting by facilitating the efficient verification of reported expenditures, and by reducing delays in the reconciliation and settlement of accounts. Reflecting the ongoing efforts to rationalize and streamline financial processes, UNHCR proceeded with the rationalization of the general ledger chart of accounts.

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 capacity and response are strengthened through direct operational support and enhanced monitoring**

Strengthening policy and law for protection and solutions

UNHCR continued to monitor, interpret and develop global protection policy and standards, and provided expert advice and support across all aspects of international law and policy relating to UNHCR's international protection, statelessness and durable solutions work.

UNHCR issued legal guidance documents and analysis drawing attention to and promoting legal standards and best practices. These included, Guidelines on International Protection No. 13 on the applicability of Article 1D to Palestinian refugees, guidance on migrants in vulnerable situations and persons in need of international protection, legal considerations on search-and-rescue operations involving refugees and migrants at sea and the standards of treatment of refugees recognized under the 1969 OAU Convention Governing the Specific Aspects of Refugee Problems in Africa[7]. UNHCR Headquarters supported country operations to comment on treaty developments and regional and national legislative proposals and to undertake court interventions before various national and international courts.

UNHCR issued an updated Policy Addressing Fraud Committed by Persons of Concern and related Operational Guidelines, replacing the 2008 policy. While the 2008 policy focused solely on resettlement fraud, the updated policy effectively addresses fraud committed by persons of concern across all programme delivery points.

UNHCR produced a number of new guidance materials supporting the #IBelong Campaign to End Statelessness by 2024, including a guide on programming for statelessness, a good practices paper on birth registration for the prevention of statelessness, and a paper on the sustainable development goals and addressing statelessness. UNHCR also updated the background note on gender equality in nationality laws, and created a new toolkit to support field operations' ability to identify and protect stateless persons in detention. UNHCR continued to strengthen its partnership with the United Nations Children's Fund (UNICEF) through the Coalition on Every Child's Right to a Nationality. This partnership led to joint strategies in some dozen field operations and a number of joint advocacy events. Every Child's Right to a Nationality was also mainstreamed for the first time in the child protection area of responsibility, a global level forum for the coordination of child protection in humanitarian settings within the Global Protection Cluster.

Providing operational protection and solutions support and leadership

UNHCR completed an operational review of its engagement in IDP operations, identifying necessary systematic changes in line with UNHCR's commitment to a more predictable and coherent engagement in IDP operations. Following the review, UNHCR developed a draft guidance note on responsible disengagement.

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7   Available from https://bit.ly/2dthVia.

A UNHCR protection officer talks to young schoolchildren in the Honduran capital, Tegucigalpa. In some neighbourhood schools, student numbers have halved because of the gang violence forcing families from their homes. © UNHCR/Tito Herrera

UNHCR deployed 38 experts to address temporary capacity gaps in 25 operations, responding to protection issues in the areas of refugee status determination, sexual and gender based violence (SGBV), durable solutions, registration, child protection, community-based protection, and connectivity. In addition, a roster of SGBV specialists worked across 22 operations, improving protection outcomes by providing technical input into programming at the onset of emergencies and 107 months of deployment to address child protection issues throughout the year.

UNHCR Headquarters provided substantive advice and operational guidance to over 60 resettlement operations, helping them to meet UNHCR's annual resettlement target. More than 25 UNHCR offices in resettlement countries received support and guidance on protection-centered, sustainable programming. UNHCR deployed resettlement experts for more than

1,514 deployment months and some 150 temporary appointments, supporting a total of 75,188 refugees to be submitted for resettlement to 35 countries. UNHCR continued to focus on reviewing its resettlement processes and leveraging innovation for greater efficiency and effectiveness, including through the expansion of biometrics and the development of more secure modes of biometric data-sharing with governments.

Alongside the promotion of innovative approaches to child protection and youth programming, UNHCR continued to focus on mainstreaming SGBV prevention and response. In Zambia, UNHCR implemented a child and youth care worker model, which resulted in more child protection cases being identified and reported

to authorities for direct service referrals and assistance through case-based initiatives, increased school enrolment, and a reduction in incidences of child marriage. A series of Youth Initiative Fund projects implemented by UNHCR across 31 country operations led to enhanced social cohesion between host and refugee communities, as well as solidarity among refugee youth communities.

By the end of 2017, over 14,000 refugees had benefitted from the Albert Einstein German Academic Refugee Initiative (DAFI) scholarship in 50 countries across in Asia, Africa, the Middle East and Europe, with 6,700 students, including some 2,000 new enrolments, receiving a DAFI scholarship in 2017. UNHCR expanded connected learning programmes to include 11 partners and approximately 1,500 new students, and by the end of 2017, a total of 6,500 students were completing courses in 11 countries. As part of a partnership between UNHCR and Educate a Child, 172,916 children were enrolled in primary school in 12 countries in the first half of 2017, exceeding the annual target. By the end of the year, 499,322 children had enrolled in primary school, surpassing the end-of-project target.

Enhancing comprehensive protection and solutions management

UNHCR launched a new public Resettlement Data Portal and achieved 100 per cent compliance with monthly reporting throughout the year. UNHCR also launched the Refugee Education Information Management System to enhance advocacy and partnerships. UNHCR expanded the interagency GBV Information Management System, which is now operational across 20 operations. During the year, UNHCR integrated a case management module for SGBV survivors into the new version of ProGres, in order to improve the collection and analysis of data and achieve timely assistance for survivors.

UNHCR supported States in the fulfillment of their commitments to increase resettlement places and complementary pathways for the admission of refugees made in the New York Declaration.

UNHCR continued to develop substantive content for protection programmes across its operations, particularly focusing on offering support to national systems charged with protection-related roles. In Myanmar, UNHCR worked in partnership with the United Nations Development Programme (UNDP) to integrate forced displacement and statelessness perspectives in UNDP's support to the national justice sector development and reform, leading to more attention of the justice sector services to civil documentation, registration, and housing, land and property rights. Similarly, in Ethiopia, UNHCR worked with UNDP and the UN Global Focal Point on Police, Justice and Corrections to expand and strengthen national justice and community-oriented policing services in refugee-hosting areas in a protection sensitive manner. UNHCR also worked with the International Labour Organization (ILO) to develop normative tools supporting refugees' and others' access to labour markets, and provided support throughout the process of the negotiation and adoption of the Recommendation 205 on Employment and Decent Work for Peace and Resilience at the International Labour Conference. UNHCR also supported the Organisation for Economic Co-operation and Development (OECD's) Development Action Committee in producing the OECD publication on Addressing Forced Displacement through Development Planning and Co-operation.

GLOBAL STRATEGIC PRIORITY INFORMATION AND COMMUNICATIONS TECHNOLOGY

ORGANIZATIONAL COMMITMENT: UNHCR's programme implementation is supported by timely, effective and predictable delivery of information and communications technology services.

RESULTS AND ACTIONS

> **KEY AREA: Field operations have access to reliable, fast and secure information and communications technology networks and tools.**

Information and communications technology (ICT) enables more effective and efficient humanitarian response, from emergency registration and biometric enrolment, to distribution of assistance and security in the world's most challenging environments. ICT enables UNHCR to face new challenges in a rapidly evolving landscape for the protection of refugees and IDPs.

UNHCR carried out over 30 ICT emergency assessment and support missions to Afghanistan, Bangladesh, the Bolivarian Republic of Venezuela, the Central Africa Republic, Yemen and Zambia. UNHCR equipped 15 new offices in 10 countries with essential networks and services, ensuring that staff have the information and communications technology tools needed to carry out their programmes. Through its network of ICT staff and affiliates, UNHCR met the needs of field operations, through user support, disaster recovery and network administration to refugee systems and upgrades of equipment.

Protecting the personal data of persons of concern is an integral part of UNHCR's protection mandate and, therefore, information security is critical. UNHCR enhanced security governance, implemented an information security programme, and improved cybersecurity, data protection and privacy controls to ensure the protection of data of persons of concern. UNHCR also implemented advanced technical controls, malware detection tools, and anti-virus solutions to mitigate the threat of infection and the encryption of critical data.

UNHCR strives to become a global leader in data and information on forcibly displaced persons and frequently needs the ability to extract, combine and analyse the data from multiple systems, and present the results in easy-to-understand graphs to various stakeholders. UNHCR deployed a cutting-edge business analytics tool, improving productivity and producing better quality outputs. The tool is now used extensively to present and illustrate country-and regional-level data. UNHCR also continued to adopt cloud computing, reducing the need for on-site equipment, allocated space, and dedicated human resources, and provide a more accessible and secure ICT service at a lower cost to the organization.

UNHCR convened regional workshops with ICT staff worldwide, ensuring they remained up-to-date with the constantly changing technologies and demands of the rapidly evolving ICT sector. ICT personnel supported corporate training exercises, including the Workshop on Emergency Management and courses conducted by UNHCR's Regional Centre for Emergency Preparedness (eCentre) in Bangkok, imparting essential security communication skills to UNHCR staff preparing for emergency deployment.

Security communications are essential for safe and efficient operations, particularly when working in remote and insecure locations. In Nigeria, in the border region with Cameroon, Chad, and the Niger, UNHCR deployed a new satellite-based security communications solution for the first time, covering a 750,000 square kilometre area.

A UNHCR staff member helps to register a young refugee in Dadaab, eastern Kenya.
© UNHCR/Tobin Jones

The "push-to-talk" technology allows for the rapid deployment of reliable and secure security communications, with coverage that can be easily and rapidly expanded, reduced, and moved.

UNHCR mobilized the Refugee Emergency Telecommunications Sector (RETS) for the first time. RETS is the mechanism through which UNHCR coordinates the provision of internet connectivity and security communication services to the wider humanitarian community in refugee emergencies. By December 2017 in northern Uganda, over 500 humanitarian workers across six sites were using RETS internet connectivity to support their response to the South Sudan situation.

In support of the Nigeria situation, RETS deployed the Government of Luxembourg's "emergency. lu" solution in Diffa, Niger for use by UNHCR and national non-governmental (NGO) partners. The "emergency.lu" solution provided internet connectivity to partners in previously unconnected locations, including Sayam Forage refugee settlement, at no cost to UNHCR for an initial period of six months.

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.**

UNHCR led 25 of the 35 activated, country-level protection clusters and other inter-agency protection coordination mechanisms worldwide. UNHCR co-led five national protection clusters with a government counterpart or a UN organization, and co-facilitated nine protection clusters with international non-governmental organizations, including the Danish Refugee Council (DRC), the Norwegian Refugee Council (NRC) and the International Rescue Committee (IRC). In working towards more coherent and integrated protection response, the Global Protection Cluster (GPC) worked closely with UNICEF, the United Nations Population Fund (UNFPA), the United Nations Mine Action Service (UNMAS), and NRC as the lead organizations responsible for child protection, GBV, mine action, and housing, land and property, respectively. In late 2016 and early 2017 the GPC and its partners developed a joint funding needs overview, joint funding proposals to donors and undertook joint missions to the field throughout the year.

GPC Task Teams took forward important work streams through the support of partners.

The GPC strengthened links with innovation labs, other global clusters and research institutions to ensure innovative approaches to protection and the delivery of practical advice on interventions of growing importance, such as CBIs, protection information management and social media. Echoing the recommendations of the independent Whole-of-System Review, the GPC launched a scoping study for a Protection Innovation Lab. The GPC is planning to establish the GPC Protection

Lab in 2018, aiming to identify and scale up innovative responses to protection challenges.

The GPC remained strongly invested in operational support to the field, and this was reflected in the reformation of its Operations Cell. The GPC Operations Cell undertook 15 field missions to support nine countries and provided field support through the help desk function, the online GPC community of practice, trainings, technical advice, guidance on the humanitarian programme cycle, cash and protection, country-specific briefings and thematic roundtables focusing on the protection of civilians. In the GPC's annual satisfaction survey, 92% of field protection clusters indicated that they were satisfied with the services provided by the GPC Operations Cell.

GPC continued to draw attention to the causes and consequences of violations of international humanitarian law (IHL) in situations of hunger, and how the humanitarian response has too narrowly focussed on food security and nutrition. To this end, the GPC produced a series of briefing notes and advocacy messages on hunger, violations of IHL and the protection of human rights for Nigeria, Somalia, South Sudan and Yemen, and issued an alert on the Kasai situation in the Democratic Republic of the Congo. The GPC also held an ECOSOC side event on the same subject and launched a round-table discussion on the "Civilian and Humanitarian Character of IDP Sites and Settlements".

The GPC produced an annual review of action to promote the centrality of protection, which sets out good practices from six operations and recommendations to Humanitarian Coordinators and Humanitarian Country Teams. In addition, the GPC Task Team on Protection Mainstreaming launched a protection mainstreaming e-learning course and developed a protection mainstreaming toolkit. The toolkit, which was developed in

line with the Inter-Agency Standing Committee Statement (IASC) protection policy, provides concrete guidance and tools to conduct protection analysis.

To pursue its global campaign to sustain the centrality of protection in humanitarian action, the GPC agreed to (i) strengthen the role of national actors in coordinated service delivery and (ii) enhance coherence and capacity-building in protection. To this end, the GPC established an advisory group to develop global and country-level guidance to accelerate localization in eight countries, by strengthening the capacity of local actors and fostering a culture of inclusivity for local partners in the cluster system. In partnership with a number of universities, the GPC also started updating the Law and Policy Database on Internal Displacement and conducted trainings and workshop events for Protection Cluster Coordinators.

The GPC continued to improve its information management in support of evidence-based responses through surge capacity and improved tools. GPC also made improvements to its website (globalprotectioncluster.org[8]) 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 15 country-level clusters and cluster-like structures worldwide, with UNHCR leading or co-leading 10 of them. Due to funding shortfalls, a number of partnerships with international non-governmental organizations to co-facilitate the cluster at the country or sub-national levels did not continue.

UNHCR undertook nine CCCM field missions in support of six countries for a total of 385 support days, including to activate the CCCM cluster in Somalia. The Global CCCM Cluster also organized its annual retreat with participants representing 26 organizations, and renewed its Strategic Advisory Group, with ACTED, DRC, NRC and the Lutheran World Federation remaining as members.

The Global CCCM Cluster commenced a new five-year strategy, building on the 2013-2016 strategic plan. The 2017-2021 strategic objectives include ensuring that camp management and coordination is people centred and that needs are addressed promptly from the onset of emergencies. They also focus on activities and interventions that are driven by efficient information management, monitoring and quality control systems, responses that are delivered in strategic and collaborative partnerships, and are fit for purpose.

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. UNHCR led 11 and co-led one of the 28 activated country-level shelter clusters, supporting the coordination of 417 partners to provide shelter and non-food items support to over 8 million people. In addition to concluding the implementation of the Global Shelter Cluster Strategy for the period of 2013-2017, the GSC Support Team provided 223 days of direct field support through nine missions to five country-level coordination mechanisms.[9] The annual GSC satisfaction survey indicated that 88% 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.

UNHCR 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 122 practitioners from 38 different organizations, representing 14 of the 28 activated shelter clusters worldwide, combining both conflict and natural disaster partners. The engagement of a broad range of partners facilitated the dissemination of best practices, tools and methodologies derived from field IDP responses and informed strategic discussions at the 2017 GSC Strategic Advisory Group Retreat.

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[8] See http://www.globalprotectioncluster.org/.

[9] Support provided to: 78 to Iraq, 60 to the Democratic Republic ofthe Congo, 38 to Somalia, 33 to the Syrian Arab Republic, and 12 to Afghanistan.

Visit to Colombian asylum-seekers family admited to the procedure, assisted by UNHCR and strategic partner Panamanian Red Cross. San Miguelito, Panama City. © UNHCR/Santiago Escobar-Jaramillo

With a view to further strengthening global shelter responses, the GSC undertook a review of the 2013-2017 Global Shelter Cluster Strategy and began the process of drafting a new Strategy for the period of 2018-2022. The main conclusions of this evaluation focused on the need for additional support to country-level clusters with regard to information management, cash-based response, and addressing housing, land and property issues. A revised GSC strategy, addressing these issues amongst others, will be launched in 2018 following consultations with country-level clusters, GSC partners and other stakeholders. Through the implementation of its new strategy the Global Shelter Cluster will collectively support crisis-affected people to live in safe, dignified and appropriate shelter and settlements.

In support of the technical integrity of shelter responses in IDP situations, GSC Working Groups published a range of guidance and tools. The Cash Working Group of the Shelter and WASH Global clusters released joint advocacy paper on Sectoral Cash Transfer and Market Based Programming, the Construction Standards Working Group published a practitioners' manual on "Construction Good Practice Standards in Humanitarian Settings" and

the Shelter Projects Working Group published "Shelter Projects 2015-2016", a collection of 43 peer-reviewed case studies outlining best practices and drawn from a range of operational contexts.

Given the importance of defining settlement typologies in the design of adapted response strategies, UNHCR's GSC Support Team supported the revision of the globally recognized SPHERE standards to define and agree on settlements typologies. In the interest of alignment, these typologies will be used in a revised UNHCR Shelter and Settlements Policy to be developed in 2018.

UNHCR supported a number of global capacity development initiatives, including the Humanitarian Shelter Coordination training, which was delivered in partnership with IFRC and Oxford-Brookes University to 36 field staff from UNHCR and other agencies actively engaged in coordination in favor of improved coordination capacity.

GLOBAL STRATEGIC PRIORITY PROGRAMME MANAGEMENT

ORGANIZATIONAL COMMITMENT: UNHCR operational performance on key programmatic areas is support to reflect strong results orientation, and results are monitored and analyzed to inform operational decisions-making and resource allocation

RESULTS AND ACTIONS

KEY AREA: Operational performance is monitored and analysed with a focus on results, and support is provided to the field for enhanced results orientation

In each phase of the operations management cycle UNHCR provided holistic support to field operations for coherent planning and effective delivery of programmes. UNHCR focused support on reinforcing planning and operational delivery in all technical areas, including through support missions and deployment of technical experts, particularly in emergencies. UNHCR trained 220 staff in programme management and reporting tools, and 2,300 staff and partners in cash-based interventions.

UNHCR simplified yearly planning instructions, and enhanced its programme analysis tool, Global Focus Insight, with new functions. Semi-automated processes now allow easy trend analysis. The sustained support given to Multi-Year Multi-Partner (MYMP) strategies in 22 pilot countries consolidated the institutionalisation of this approach to UNHCR's regular planning process. This new process significantly reduces the annual planning requirements, while ensuring consistent longer-term direction for operations. UNHCR initiated an overhaul to simplify the traditional Annual Programme Review and issued a Joint Needs Assessment Handbook to better support operations to engage effectively and provide accurate data for informed decision-making. UNHCR completed the first phase of the revision of Results-Based Management (RBM), system resulting in a proposed new results framework structure and RBM definitions.

In order to develop a consistent global approach to monitoring, UNHCR piloted an interim monitoring data system in four operations, and developed a flexible, longer-term system for piloting in 2018. UNHCR also piloted a specific monitoring framework for cash-based interventions in Somalia and Rwanda. UNHCR's work within the Expert Group on Refugee and Internally Displaced Persons Statistics (EGRIS) to strengthen global and country-level data collection systems will provide a foundation for more effective and accountable monitoring and evaluation processes.

UNHCR significantly advanced its institutionalization of cash-based interventions as a means to provide for the needs of persons of concern. With dedicated support to 57 operations, and the issuance of practical tools and guidance for the use of cash in shelter, protection, health and WASH interventions, UNHCR operations provided $ 502 million in cash assistance to more than eight million people in 94 countries, over 60 per cent through multi-purpose cash grants.

KEY AREA: UNHCR's Global Strategies on Public Health, Shelter and Settlements, Livelihoods and Safe Access to Energy (SAFE) inform operational planning and implementation of activities in these areas

Focus of the global strategies for public health, settlement and shelter, livelihoods and safe access to fuel and energy continue to be meeting effectively the rapidly increasing needs of refugees and others of concern in emergency situations, while at the same time ensuring quality interventions anchored in data, evidence and analysis.

One of UNHCR's core strategic objectives under the Global Strategy of Public Health (2014-2018) is embedding service delivery in national systems for the benefit of both refugees and host communities. UNHCR utilised this approach to integrate psycho-social support into community-based protection by building the capacity of 240 national health care workers through training on the provision of mental health services. In relation to reproductive health, UNHCR piloted an adolescent refugee toolkit in in two refugee operations, and launched guidelines on maternal health care in refugee settings. Support was also provided to field operations to effectively target diminishing food assistance to those persons of concern most in need.

UNHCR further developed its Physical Planning Toolkit and conducted training with staff and partners to support the implementation of the Master Plan approach in settlement planning. The Master Plan is a holistic approach, which considers land use within the context of the broader hosting environment and aims to enable integrated service provision.

UNHCR focused particularly on advancing sustainable practices, and, in relation to WASH, UNHCR reduced the cost of water supply in protracted refugee situations through improved management of water resources. UNHCR concluded a four-year project to create a geo-referenced database of all boreholes in refugee settings worldwide, and finalised the development of a tool to measure return-on-investment of WASH responses. The Cost of Water tool improves budgeting for the provision of water in camps and camp-like settings in post-emergency situations. UNHCR expanded its used of hybrid or solar energy water pumps, enabling cost savings of up to 80 per cent.

In order to strengthen the evidence-base of UNHCR's livelihoods programmes, UNHCR, in partnership with ILO, supported market and value chain analysis, in six operations, while launching the Graduation Approach in three other operations. Altogether, UNHCR supported 18 operations to roll out the revised livelihoods indicators and specific monitoring tools.

UNHCR made progress in scaling up energy interventions using innovative and sustainable technologies and through new partnerships. UNHCR strengthened its energy and environment planning and programme implementation overall in 14 operations, and energy and environment-related programme development received strengthened support in eight further operations, including land and forest management in six operations.

GLOBAL STRATEGIC PRIORITY
EMERGENCY PREPAREDNESS AND RESPONSE

ORGANIZATIONAL COMMITMENT: UNHCR effectively prepares for and responds to emergencies

RESULTS AND ACTIONS

By the end of 2017, more than 30 UNHCR operations were responding to 13 large-scale emergencies, including six new emergencies in Angola, Bangladesh, the Democratic Republic of the Congo (DRC), Libya, the Republic of Congo and Zambia, and for the situation in the Bolivarian Republic of Venezuela. UNHCR continued to engage with national and international partners ino deal with the protracted emergencies in a large number of countries including Burundi, Nigeria, Iraq, South Sudan, the Syrian Arab Republic and Yemen.

> **KEY AREA: Core relief items are stocked to provide emergency assistance for up to 600,000 persons and relief items are dispatched within 48 hours.**

UNHCR's supply chain provided core relief items to 1.2 million displaced persons, providing live-saving assistance in the form of family tents, plastic sheeting, kitchen sets, blankets, buckets, jerry cans, mosquito nets and sleeping mats. UNHCR continued to maintain its network of global stockpiles, equipped to stock and deliver relief items for up to 600,000 persons in simultaneous complex emergencies, with an additional 150,000 in the pipeline to ensure quick replenishment. UNHCR maintains seven strategically located global stockpiles in Accra, Amman, Copenhagen, Dubai, Douala, Kampala and Nairobi. UNHCR established the stockpile in Kampala in 2017 in order to better serve the region.

In total, UNHCR delivered 10,670 metric tonnes of core relief items, worth $ 55.34 million, to support displaced persons, through 31 airlifts as well as by road and sea transport. UNHCR sent the highest number of its relief items, in value of some $ 13 million, to Bangladesh to support refugees

from Myanmar. UNHCR also sent a significant amount of relief items to Angola, the Democratic Republic of the Congo, Iraq, Libya, Somalia, the United Republic of Tanzania and Uganda. The new Global Frame Agreements for product and service delivery significantly improved the delivery methods and the quality of relief items delivered.

Having an effective supply chain in place is vital to the provision of protection and assistance in the context of emergency response. UNHCR Headquarters conducted 21 global procurement and supply missions to emergency operations globally. The missions assisted in establishing systems, setting up warehouses, delivering cash-based interventions and conducting local and regional procurement. UNHCR's simplified emergency procurement rules and processes enabled high volumes of local and regional procurement for emergency response during the year, and the new local procurement toolkit was used by 33 country operations. UNHCR Headquarters also provided procurement support to 23 country operations, enabling them conduct cash-based interventions.

> **KEY AREA: Active stand-by capacity (including through stand-by rosters), with appropriate leadership, coordination experience and protection training, is available for deployment within 72 hours of declaration of an emergency. Community-based approach is promoted to support accountability to persons of concern.**

UNHCR issued a revised Policy on Emergency Preparedness and Response. The policy strengthens the field orientation of UNHCR's emergency preparedness and response, improves and simplifies access to human, financial and material resources, and has an enhanced focus on partnerships and inclusivity. UNHCR rolled out the policy through trainings and mainstreamed the

cross cutting messages around the importance of proactive preparedness and the foregrounding of solutions from the onset of a crisis into dozens of existing online trainings and UNHCR's Emergency Handbook.

UNHCR made 359 emergency deployments, representing 31,881 days of emergency staffing support to field operations. Staff were redeployed from both field operations and UNHCR's Headquarters, and multi-functional teams ensured a comprehensive approach to emergency response. Stand-by partners continued to provide critical support, including 110 staff deployments, mostly to the Bangladesh, South Sudan and Uganda. In Uganda, UNHCR deployed services packages with basecamps, allowing emergency staff to stay in close proximity to the refugees.

UNHCR trained 1,350 staff and partners on emergency preparedness and response during the year, including through three Workshops on Emergency Management, one Senior Emergency Leadership Programme, and 11 Situational Emergency Trainings, among others. The Regional Centre for Emergency Preparedness in Bangkok facilitated 19 workshops and trainings in the Asia-Pacific region for practitioners from over 28 countries.

The revised policy on Emergency Preparedness and Response introduced a dedicated emergency level for preparedness, allowing UNHCR to better prepare for refugee emergencies. Throughout the year, 10 preparedness missions, along with additional financial and human resources, helped to support registration and profiling, assessments and market surveys, initial relief item pre-positioning and the setup of cash-based interventions. The global High Alert List for Emergency Preparedness and its diagnostic tool helped UNHCR to capture countries' preparedness and response capacity to potential population displacement and therefore prioritize its preparedness support.

In pursuit of the commitments made under the Call to Action on Protection from Gender-Based Violence in Emergencies, UNHCR continued to focus support towards addressing sexual and gender based violence (SGBV) in emergency situations. UNHCR deployed Senior Protection Officers dedicated to addressing SGBV to 11 operations, including Angola, Bangladesh, the Bolivarian Republic of Venezuela, the Central African Republic, Italy, the Niger, Nigeria, Rwanda, South Sudan, the Syrian Arab Republic and Uganda, for a total of 60 months as part of the "Safe from the Start"' project.

> **KEY AREA: A qualified security workforce is maintained and security staff are deployed to emergencies.**

UNHCR conducted over 62 security support missions, including to emergency operations in Angola, Bangladesh, Iraq and Uganda. These missions enabled field security advisors to join emergency responses from the onset of the emergencies and allowed them to develop appropriate security management systems and procedures, as well as to meet and negotiate with various stakeholders, ensuring protection and appropriate decision-making, particularly in high-risk locations. Throughout the year, UNHCR headquarters and Regional Field Security Advisors also conducted missions to review the security risk management processes in place.

UNHCR developed specific guidelines for managers in the field for "programme criticality", in order to ensure that UNHCR can deliver effective programmes in high-risk environments and can balance security appropriately with risk. As part of the UNHCR's "duty of care" commitment to its staff, UNHCR introduced information webinars for staff applying for high-risk locations and mainstreamed duty of care into existing security trainings.

Over 600 staff members participated in security trainings, including the Security Management Learning Programme, Security Management Exercise, Field Safety Advisor workshops, regional training for locally recruited Field Safety staff and training for staff who may be assigned security tasks by their managers. UNHCR rolled out a new online training for the security analysis and planning process. In recognition that women often face different security threats than men, UNHCR conducted a Facilitators for Women's Security Awareness Training (WSAT) in Chad and South Sudan.

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 towards UNHCR's budget from public and private sources.**

In the context of unprecedented levels of global displacement and growing humanitarian needs, UNHCR received strong support from donors. UNHCR received $ 3.9 billion to protect and assist persons of concern, of which $ 400 million came from private donors. Of the total contributions received by UNHCR, $ 589 million was unearmarked and $ 768 million was broadly earmarked. Flexible funding is important to UNHCR's ability to quickly respond to crises and to support operations based on need. During the year, UNHCR issued supplementary appeals to raise awareness for new emergencies or unforeseen needs.

UNHCR broadened its donor base through increased advocacy and engagement with new governmental donors and continued to implement its strategy to grow income from the private sector to $ 1 billion by 2025 and to engage some 25 million people in support of refugees.

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

> **KEY AREA:Partnerships with Member States of the Executive Committee, UN agencies, Non-Governmental Organizations and the humanitarian system are enhanced.**

Following the adoption of the New York Declaration for Refugees and Migrants, UNHCR focused on activities related to the Comprehensive Refugee Response Framework (CRRF) and the development of the global compact on refugees. Throughout the year, UNHCR facilitated multiple discussions and formal consultations with States, inter-governmental and regional partners, United Nations agencies, non-governmental organizations, the private sector and representatives of academic institutions to work towards the development of the global compact on refugees. The global compact and the CRRF was also the focus of UNHCR's Annual Consultations with NGOs, which brought together over 500 participants. Finally, UNHCR conducted a stock-taking session during the High Commissioner's Dialogue on Protection Challenges.

UNHCR expanded its strategic partnerships with UN and other international organizations at the global and field level and actively engaged in inter-agency coordination to mobilize political and operational support. UNHCR launched four Regional Refugee Response plans and one Regional Refugee Response and Resilience Plan, covering 19 countries. Jointly, these brought a total of $ 3.6 billion to the collective refugee response, with the majority of funding, $ 2.3 billion, going to partner agencies. UNHCR supported a record 826 local partners, channelling 21% of programme expenditures through them.

The Executive Committee grew from 98 to 101 Members, reflecting the increasing global interest in, and support for, the work of UNHCR.

A group of young Syrian refugees who spent several years in Jordan have been awarded scholarships to study at the University Paul Valery in Montpellier. © UNHCR/Benjamin Loyseau

KEY AREA: Strategic external communication is strengthened through targeted multimedia campaigns and timely public updates.

UNHCR continued to invest in strategic external communications to engage individuals, partners, government counterparts and the private sector to support refugees and other persons of concern. This involved increased media and social media outreach (media interviews, press releases, briefing notes, news and feature stories), campaigns, flagship events and innovative partnerships, for example, with Google. Raising awareness about UNHCR and persons of concern is crucial to mobilizing political and financial support for the persons UNHCR serves.

UNHCR's #WithRefugees campaign, which aims to showcase global public solidarity with refugees, measured more than 17 million solidarity actions, including 1.9 million petition signatures, 16 million social media engagements, donations and individual initiatives. The #WithRefugees petition asks leaders to ensure every refugee child has an education, every refugee family has somewhere safe to live, and every refugee can work or learn new skills to support their families. In 2017 the campaign sought and publicised concrete individual and collective action in favour of refugees. The #WithRefugees Coalition, made up of almost 400 diverse entities, amplifies the efforts of UNHCR and embodies a "whole of society" approach. In addition, UNHCR's flagship events, World Refugee Day and the Nansen Refugee Award, both attracted significant media attention and public engagement.

KEY AREA: Information on operations is made accessible to external stakeholders in a transparent manner.

UNHCR's main transparency and reporting platform, Global Focus (reporting.unhcr.org[10]), features up-to-date information on operational plans and reports, financial requirements, contributions received and expenditure, as well as access to UNHCR's publications and operational information portal. The audience and reach of the Global Focus website increased significantly compared with 2016, with 200,913 sessions (a 48% increase) and 416,242 page views globally (a 40% increase). There were 110,000 document downloads in 2017 (compared to 40,500 in 2016), including 14,800 downloads of the 2016 Global Report and 4,000 downloads of the Global Appeal 2018-2019.

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[10] See http://reporting.unhcr.org/.