



**THE  
GLOBAL COMPACT  
ON REFUGEES  
EXPLAINED:**

**An ICVA  
briefing paper**

June 2017



A GLOBAL NGO NETWORK  
FOR PRINCIPLED AND EFFECTIVE  
HUMANITARIAN ACTION

## What is the Global Compact on Refugees?

### Why should we care about it?

### How is it being developed?

### What does it hope to achieve?

### How relevant is it to NGOs and how can you participate?

ICVA, a global network of humanitarian NGOs dedicated to principled and effective humanitarian action, has created this **briefing paper on the Global Compact on Refugees** to support NGOs (and all humanitarian actors) in better understanding and engaging in the processes leading to the adoption of the Global Compact in late 2018. This paper is an ICVA compilation and interpretation based on UNHCR documents and information gathered at briefings. It will be updated as new elements and clarifications on the process come to light.

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# 1. THE ORIGINS OF THE GLOBAL COMPACT ON REFUGEES

## 1.1. The 2016 UN Summit for Refugees and Migrants

In the face of record-breaking numbers of people being forcibly displaced – especially Syrians fleeing towards Europe – and the perils faced by people moving across international borders in search of a better life, UN Member States felt compelled to take action. In late 2015, the UN General Assembly decided to convene a high-level plenary meeting on addressing large movements of refugees and migrants on 19 September 2016. In preparing for this historic occasion – the first time the General Assembly had called for a summit at the Heads of State and Government level on large movements of refugees and migrants – then UN Secretary-General Ban Ki-moon issued his report [‘In Safety and Dignity: Addressing Large Movements of Refugees and Migrants’](#) in May 2016.

Civil Society Organizations engaged – individually and collectively – in the process of consultation that led to the Summit, particularly through direct meetings with Member States and other actors worldwide; participating in informal briefings organized by the Summit’s co-facilitators and the informal interactive multi-stakeholder Hearings at the General Assembly in July 2016; self-organizing two global civil society preparatory events in July and September; participating in the Summit and contributing to its outcome document.

The [Action Committee](#), co-convened by ICVA, ICMC and the NGO Committee on Migration/New York brought important contributions in terms of civil society coordination, in information dissemination, and for collective advocacy. Civil society involvement had to overcome a number of hurdles to feed into the process, for example expressing concerns over the fact that [seven civil society organizations were barred from participating in the Summit](#), on the basis of objections made by certain Member States.

On 19 September 2016, 193 Member States signed the [New York Declaration](#), a set of commitments based on principles for addressing large scale movements of refugees and migrants. By doing so, UN Member States particularly reaffirmed the importance of the international refugee regime and adopted a set of commitments to enhance the protection of refugees and migrants.

On the following day, at the initiative of the government of the United States, the UN Secretary-General and seven Member States co-hosted the [Leaders’ Summit on Refugees](#). On this occasion, about 50 States made specific commitments to increase global responsibility sharing for refugees and strengthen the international community’s capacity to address mass displacement.



Credits: web page of the [UN Summit for Refugees and Migrants 2016](#)

## 1.2. The New York Declaration

The New York Declaration calls for the development of two new global “compacts” to be adopted by the UN General Assembly in late 2018, one on refugees, the other for safe, orderly and regular migration. The Declaration also highlights in its Annex I the elements of a Comprehensive Refugee Response Framework (CRRF) and requests UNHCR to engage with States and other stakeholders in its implementation with a view to inform the development of the Global Compact on Refugees.

Hailed as a “[minor miracle](#)” by UNHCR and most Member States, some commentators – [including NGOs](#) – have shown disappointment due to alleged lack of ambition and ambiguities of the New York Declaration and its Annex I (e.g., omitting a concrete target for the number of refugees to be resettled; not giving enough consideration to climate induced and internal displacement; including problematic language related to child detention). NGOs had already expressed their views in [early September 2016 in an NGO Briefing to Member States organized by ICVA](#).

Nevertheless, in politically difficult times, the New York Declaration expressed solidarity with those who are forced to flee; reaffirmed States’ obligations to fully respect the human rights of refugees and migrants; agreed that more needs to be done so that responses and responsibilities are shared more equitably and predictably by the international community. It also launched a process and momentum to turn commitments and global responsibility into collective, concrete action in support of refugees and the communities and States that host them.

## 2. WHAT COULD BE INCLUDED IN THE GLOBAL COMPACT ON REFUGEES?

At the outset, it is important to define and understand what the term ‘compact’ refers to. International instruments are often codified in a way that allows one to chart their general outline, purpose and reach ahead of adoption. In the present case, a clear definition and description of a ‘global compact’ has proven rather elusive. [UNHCR defines](#) it as “an agreement that is not legally binding but that captures, by consensus, political commitment both to principles and to concrete action by Member States”. It therefore does not seek to impose additional obligations on States. However, the intent is to spur improvements in practice.

As highlighted by UNHCR, the Global Compact on Refugees to be presented for adoption at the UN General Assembly in late 2018 will comprise two integral and complementary parts:

- I. The unmodified text of the Annex 1 (CRRF) to the New York Declaration, supplemented by preambular and concluding paragraphs.
- II. A Programme of Action that sets out specific measures and actions that can be taken by UN Member States and other relevant stakeholders to operationalize the CRRF and the principles of the New York Declaration.

### Global Compact on Refugees



## 2.1 The Comprehensive Refugee Response Framework (Annex I of the New York Declaration)

The CRRF's overall objective is to help develop more predictable and more comprehensive responses to crises linked to large-scale movements of refugees as well those in protracted situations. To do so, a strong emphasis is placed on easing pressure on countries that host refugees; building self-reliance of refugees and supporting their inclusion into their host communities from an early stage; expanding access to resettlement and other complementary pathways; and fostering conditions enabling refugees' voluntary return to their home countries.

The text of the CRRF is organized around four sections designed to strengthen conditions for the reception and admission of refugees; support their immediate and on-going needs (e.g., protection, health, education); assist local and national institutions and communities receiving refugees; and expanded opportunities for solutions including providing legal stay for those seeking and in need of international protection, increasing opportunities for resettlement and complementary pathways.

The CRRF is therefore conceptualized and presented as new thinking for UNHCR and a new way of working on refugee response. The new elements include but are not limited to:

1. initiating long-term planning for solutions early on in an emergency, linking humanitarian responses and development actions and particularly incorporating the refugee response into the national development planning of host countries;
2. engaging a wide array of stakeholders, through a 'whole-of-society approach', with particular emphasis on reaching out to new actors such as international financial institutions, development actors and the private sector;
3. easing pressure on host countries through embracing innovation, supporting refugee inclusion and self-reliance and also benefiting host communities.

Although the text of Annex I is meant to remain as already agreed by Member States on 19 September 2016, an undefined number of new paragraphs will be added to its opening and closing sections through the process outlined below. An [early version](#) of UNHCR's Roadmap towards a Global Compact on Refugees provided some indications as to what those additional paragraphs may contain and aim at:

- "The preambular paragraphs would set out the reasons and context for the global compact on refugees and the principles, standards and practices on which it is based" (para. 19).
- "The concluding paragraphs would introduce the programme of action and would include requests for follow-up and reporting, by UNHCR, on the implementation of the global compact on refugees". (para. 20)



Credit: UNHCR [webpage](#) on the CRRF.

## 2.2 What could be highlighted in the Programme of Action?

The Programme of Action will be a new text added to the CRRF as an integral part of the Global Compact on Refugees. It should therefore not be considered as a mere annex.

The [17 May 2017 version of the UNHCR Roadmap](#) (paragraphs 15-18) as well as other documents and briefings provide indications of the elements the Programme of Action may entail. Those can be broken down into three themes:

## 2.2.1 Supporting the operationalization and predictability of the response

According to UNHCR, the Programme of Action will particularly serve to operationalize the CRRF, facilitating and supporting the implementation of the commitments contained in Annex I. It will thus highlight actions that should be taken to bring about the kind of comprehensive refugee response envisaged by the New York Declaration.

Moreover, it may contain some concrete means and 'programmatic' elements. While it will probably not take the form of an operational guidance or standard operating procedures, it may include, for example, standby and partnership arrangements to deploy technical expertise, the release of funding reserves, or activation of specific measures (e.g., resettlement targets) probably based

on identified triggers. UNHCR thus indicated that the programme of action could provide a blueprint to ensure refugees have better access to health, education and livelihood opportunities and are included in their host communities from the very beginning. It would therefore add to the predictability of the response, a major element called for in the New York Declaration. It remains to be seen how the blueprint approach can concretely add to predictability.

To support the operationalization, the Programme of Action will also highlight good practices from around the world and may identify gaps, operational or otherwise, that need to be addressed. In this perspective, UNHCR has launched an [online survey on CRRF Good Practices](#).

## 2.2.2 The centrality of responsibility sharing

While the UN Secretary-General's report 'In Safety and Dignity' had called for a [global compact on responsibility-sharing for refugees](#), the 'responsibility sharing' dimension of the original title disappeared in the run-up to the 19 September 2016 UN Summit. The Programme of Action now seems to revive the focus on this aspect.

UNHCR clearly indicated its intent to put at the center of the Programme of Action possible mechanisms and "tangible ways" for ensuring that the responsibility for hosting and supporting refugees is shared more equitably so that host countries and communities do not shoulder the burden alone. This may encompass funding aspects as well as resettlement and complementary pathways opportunities.

The Programme of Action will also seek to outline how the responsibility for implementing existing obligations and the comprehensive refugee response can be more equitably shared. In this perspective, in line with the whole-of-society approach, it would include actions that can be taken by a wide range of actors, not simply states.

## 2.2.3 Follow-up, reporting, review and updating

Finally, the Programme of Action may include ways in which it could be reviewed and updated on a regular basis. It remains to be defined whether updating the Programme of Action would necessitate further modifying the text along the way. This may also involve devising relevant evaluation processes based on agreed indicators and benchmarks.

UNHCR is developing a monitoring framework and indicators for the application of the CRRF, looking at global and country level monitoring and reporting on short-term outputs (by late 2017); mid-term outcomes (by late 2018); and intermediate-term impact (in 2021, five years after the adoption of the New York Declaration). This effort will probably feed into the Programme of Action's perspective on follow-up, reporting, review and updating.

The process may also be linked to the New York Declaration recognition (paragraphs 88-90) of the need for arrangements to ensure systematic follow-up to and review all of the commitments made, including periodic assessments "provided to the General Assembly with reference, as appropriate, to the 2030 Agenda for Sustainable Development."

# 3. WHAT IS THE PROCESS LEADING TO THE ADOPTION OF THE GLOBAL COMPACT ON REFUGEES?

In contrast to the process to adopt the Global Compact for Safe, Orderly and Regular Migration, the development of the Global Compact on Refugees is not led by Member States Co-Chairs. The process was defined progressively by UNHCR in the months following the adoption of the New York Declaration, although many important details are yet to be communicated.

There are two parallel and interconnected processes that will feed into the development of the Global Compact on Refugees:

- The practical application of the CRRF in a range of countries and situations.
- A series of international multi-stakeholder discussions and consultations in Geneva between mid-2017 and mid-2018 largely overseen by the Office of the Assistant High Commissioner for Protection, Mr. Volker Türk.

## 3.1 Practical application of the CRRF

Annex I of the New York Declaration invites UNHCR, in consultation with Member States and other relevant stakeholders, to develop and apply the Comprehensive Refugee Response Framework in a range of specific situations (paragraph 18). Those experiences will then be assessed and lessons learned at the end of 2017 so as to inform the preparation of the Global Compact on Refugees.

To facilitate this process, in October 2016 the High Commissioner started constituting a CRRF Task Team, led by Mr. Daniel Endres and composed of UNHCR staff and staff seconded from other UN Agencies, governments and international organizations. NGOs are not represented on the Task Team, although some of its members have past professional experience with the NGO community and have dedicated time in consulting NGOs. The Task Team is based at UNHCR Headquarters in Geneva as a temporary structure and it is unclear whether it is to continue operating after lessons have been drawn from the implementation of the CRRF. A series of UNHCR Field Focal Points on the CRRF roll-out have also been appointed at regional and country level in Central America and the East and Horn of Africa.

The countries and situations to apply the CRRF are selected on the basis of a number of factors, including agreement and active engagement of the hosting State; potential for progress; availability of diverse and representative partners; regional diversity; and inclusion of different operational contexts (emergency, established and protracted situations) and particular aspects of the CRRF.

At the time of writing, UNHCR had announced the CRRF would be implemented in eight countries, (Costa Rica, Djibouti, Ethiopia, Guatemala, Honduras, Mexico, Tanzania and Uganda), as well as the Somalia situation, requiring a regional approach outlined through the [IGAD Nairobi Declaration on Durable Solutions for Somali Refugees and Reintegration of Returnees in Somalia](#) (25 March 2017). Other countries, such as Guatemala, Ecuador and Brazil, are reportedly looking at how to best implement some particular elements of the CRRF.

At the country level, the implementation is to be managed by CRRF Secretariats led by the government but also including UNHCR and other stakeholders such as other UN entities (e.g., UN Resident Coordinator), international financial institutions (e.g., the World Bank), development actors, and NGOs. While the CRRF has been formally launched in Uganda and Tanzania, details about the Secretariats' structure and modalities of engagement for NGOs are not yet fully settled. The Secretariats may include representation of both international and national NGOs. The Secretariat approach is to be flexible, linked to countries' contexts and may not be adopted in all cases, particularly where other relevant structures exist. It is noteworthy that UNHCR considers that the CRRF is not a new coordination model.

Further details on the roll-out of the CRRF and how lessons from those experiences will be collected, collated, analyzed and fed into the Global Compact on Refugees will soon be unveiled by UNHCR and other stakeholders. Concrete work started in early 2016 with joint mapping and assessments of existing humanitarian and development responses, including the identification of gaps.

## 3.2 International multi-stakeholder discussions and consultations

Through a [roadmap paper 'towards a Global Compact on Refugees'](#), first issued in March 2017 and updated in April and May, UNHCR described a process of successive discussions and consultations taking place in Geneva between mid-2017 and mid-2018. The process will start with the [UNHCR-NGO Annual Consultations \(14-16 June\)](#) on "From global responsibility to local action – Implementing the Comprehensive Refugee Response Framework (CRRF)".

The UNHCR-NGO Annual Consultations will be followed by a series of five multi-stakeholder Informal Thematic Discussions on key topics:

- **Thematic discussion 1 (10 July):** Past and current burden- and responsibility-sharing arrangements
- **Thematic discussions 2 and 3 (17-18 October):** Measures to be taken at the onset of a large movement of refugees and meeting needs and supporting communities
- **Thematic discussions 4 and 5 (14-15 November):** Measures to be taken in pursuit of durable solutions and issues that cut across all four substantive sections of the framework, and overarching issues.

The specific modalities for those Thematic Discussions are still to be communicated although these may be modelled on the lively panels and informal discussions at the yearly High Commissioner's Dialogue on Protection Challenges. Thus, the UNHCR Roadmap indicates that "Each session will commence with presentations from a panel drawn from representatives of Member States (including those that host large numbers of refugees) and other relevant stakeholders, such as experts and academics. This will be followed by an interactive dialogue that will focus on concrete measures that could be included in the programme of action".

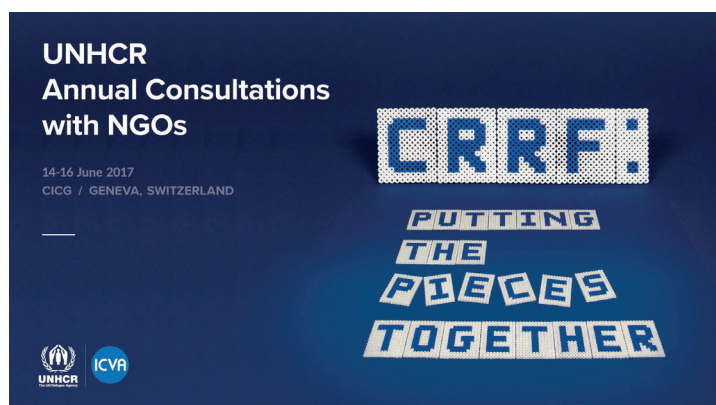
Other meetings, processes and conferences – particularly at the regional level – may also feed into further identifying measures and good practices that could be included in the Programme of Action (e.g., IGAD 25 March 2017 Summit; Uganda Solidarity Summit of late June 2017; follow-up meeting to the San José Action Statement). The Annual Tripartite Consultations on Resettlement – ATCR (12-14 June 2017) will also be an opportunity to discuss issues closely linked to the concept of burden- and responsibility-sharing central to the Programme of Action.

At the end of 2017, a stocktaking exercise will be conducted through the High Commissioner's Dialogue on Protection Challenges (12-13 December), to assess progress made, identify lessons learned, and lay the groundwork for the Global Compact on Refugees. On this basis, UNHCR will prepare a draft of the Global Compact on Refugees by February 2018.

Between February and July 2018, a series of four Formal Consultations will be held in Geneva on the basis of the UNHCR draft Global Compact on Refugees. The Formal Consultations will involve UN Member States, NGOs, academics, experts, advocacy groups, and other stakeholders and aim at reaching consensus on the document. The dates and specific modalities for those Formal Consultations are still to be communicated.

Following those Formal Consultations, the proposed Global Compact on Refugees will be presented in the High Commissioner's 2018 Annual Report to the UN General Assembly, so that it can be considered by the General Assembly in conjunction with its annual 'omnibus' resolution on the work of UNHCR. It should be adopted in the fall of 2018.

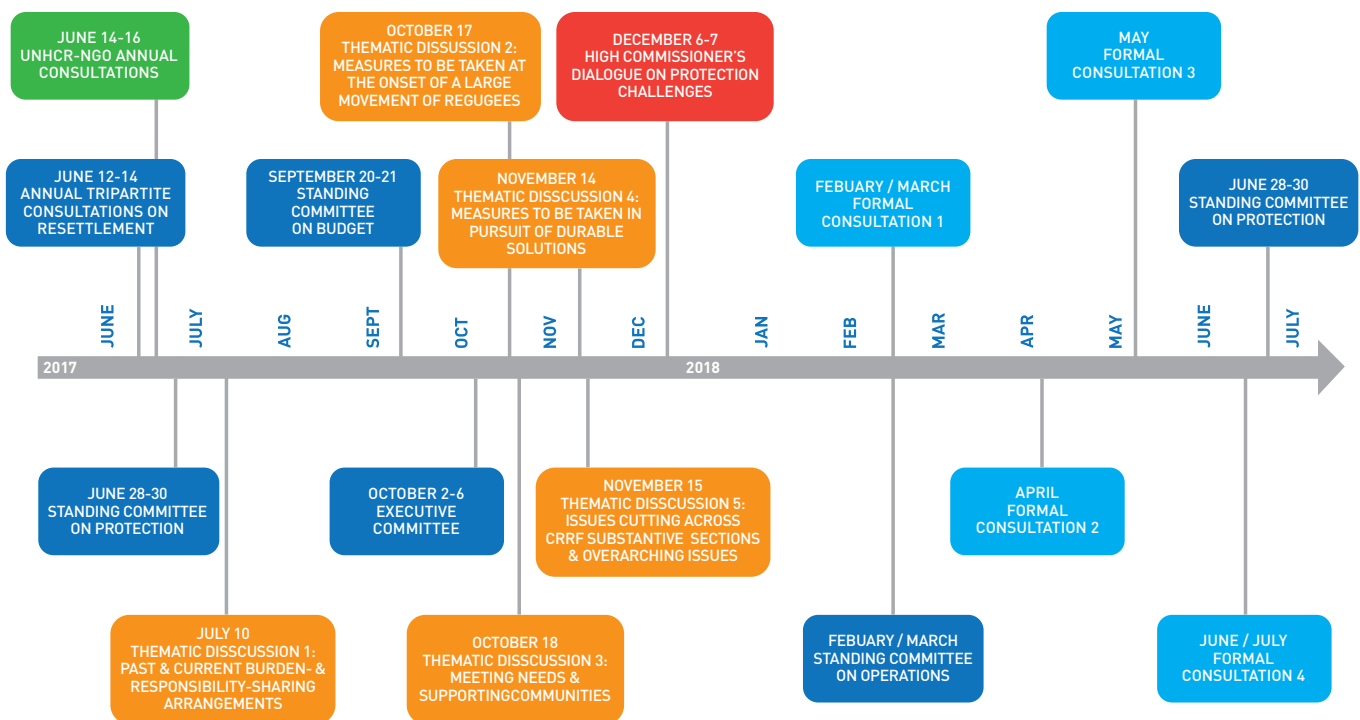
To help map out the opportunities for engagement along this process, ICVA has produced a [timeline](#), which will be updated regularly.



Credit: UNHCR



## Timeline: Main Opportunities for NGO Engagement towards the Refugee Compact



## 4. WHAT ABOUT THE GLOBAL COMPACT FOR SAFE, ORDERLY AND REGULAR MIGRATION?

Despite important cross-cutting themes and issues and the fact that the New York Declaration contains “commitments that apply to both refugees and migrants”, the General Assembly has decided that the two processes leading to the two global compacts are to be “[separate, distinct and independent](#)”. Part of the logic behind this decision is that there is a distinct legal, policy and operational regime for refugees.

Taking note of the distinctions between the processes, [NGOs have called for complementarity, coherence and consistency](#) on the contents, particularly through identifying key cross-cutting elements (e.g., human rights based approach and child rights) which should be addressed in both processes; and ensuring that the processes to develop the two compacts are connected and converge where it makes sense.

The main element of contact between the two processes are NGOs engagement across the processes as well as the fact that UNHCR has been asked, in the New York Declaration, to also contribute to the Global Compact for Safe, Orderly and Regular Migration and to help in the elaboration of non-binding principles for migrants in vulnerable situations.

UNHCR announced it will work closely with various stakeholders on issues of complementarity between the two global compacts, paying particular attention to cross-cutting issues such as trafficking and smuggling, rescue at sea, data collection and analysis, and promoting tolerance.

# 5. HOW TO GET INVOLVED AND ICVA'S ROLE

## 5.1 Opportunities for engagement

While the exact modalities have not yet been fully communicated, there will be options for NGOs to engage with all the processes and meetings highlighted above.

In particular, NGOs are explicitly recognized as partners in the practical application of the CRRF and as such, will be associated to the roll-out of the CRRF in specific countries and situations, through their relevant activities, consultations and as part of the CRRF Secretariats. A number of NGOs have already launched initiatives at the country and regional level to strengthen coordination and contributions from the NGO community. NGOs may learn more about how to contribute by contacting the relevant UNHCR Field Focal Points on the CRRF roll-out.

Co-organized by UNHCR and ICVA, the UNHCR-NGO Annual Consultations will particularly aim at reviewing the application of the CRRF and reflecting on how NGOs can further contribute at the local, national and global levels; help in the early identification of good practices and preliminary lessons from the application of the CRRF, including critical gaps or challenges. Those consultations will also look at how to translate the lessons learned into the Global Compact on Refugees.

NGOs will also have a role to play in the successive Thematic Discussions and Formal Consultations. One major limitation to NGO engagement will be linked to the heavy Geneva focus although UNHCR has organized briefings and discussions with NGOs and other stakeholders in other locations (e.g., New York, Brussels) and in the countries rolling-out the CRRF. NGOs may also participate in regional events and processes such as the follow-up meeting to the San José Action Statement and the Uganda Solidarity Summit through modalities to be clarified.

Other opportunities to voice NGOs' perspectives on the Global Compact on Refugees include:

- The UNHCR-NGO-IFRC Reference Group on the CRRF is an additional space for NGOs to engage in the CRRF and Global Compact on Refugees processes. ICVA called for the creation of this group which brings together UNHCR, IFRC as well as global and regional NGO networks. Its role is to channel inputs and questions from the networks' members as well as disseminate useful information on the process. NGOs are encouraged to provide inputs to participating networks listed in the group's [Terms of Reference](#).
- UNHCR's governing [Executive Committee \(ExCom\)](#) meets in Geneva annually to review and approve the agency's programme and budget, and discuss protection and operational issues. ExCom's Standing Committee meets several times a year to carry on the body's work between plenary sessions. ICVA coordinates the drafting of consolidated NGO statements delivered at UNHCR's Executive Committee and Standing Committee meetings, including on the CRRF and the Global Compact on Refugees. The March 2017 NGO statement on the CRRF [is available here](#). NGOs are welcome to help draft and deliver these statements.
- UNHCR provides briefings to stakeholders held in Geneva and other locations. These are opportunities for NGOs and others to seek clarifications, provide inputs and voice ideas.
- NGOs can feed into the process of collection of good practices through the [UNHCR online survey](#).



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NGOs statement at UNHCR Standing Committee, March 2017.

## 5.2 ICVA engagement and support to NGOs

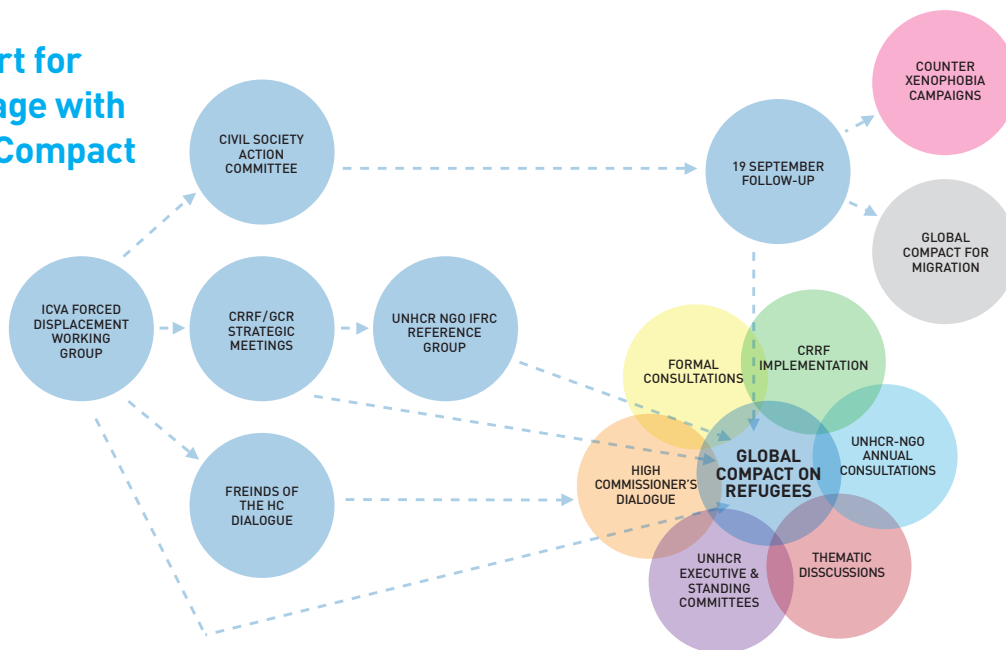
NGOs being key partners and crucial to refugee response, ICVA strongly advocates for more strategic and sustained civil society engagement, meaningful consultation and coordination – globally, regionally and at the field level – to develop a Global Compact on Refugees that can bring concrete improvements in the daily experience of refugees.

Seeing itself as a ‘connector’, ICVA works to enhance NGOs’ awareness and understanding of the CRRF and Global Compact on Refugees processes; so as to promote better access and contributions from NGOs to those processes. This particularly means working to ensure a two-way relationship and exchange of information between NGOs based in Geneva and those based elsewhere so that they are better aware of and involved in discussions

and developments at Geneva-level and ensure NGOs in Geneva are better aware of and involved in discussions and developments in other regions, including the countries of CRRF application.

In its approach, ICVA builds on its global network of NGOs, the location of its Secretariat in Geneva and its representation in the regions as well as on its traditional focus on forced displacement and UNHCR. Those help build bridges between UNHCR and NGOs; channel NGO inputs, questions and suggestions; as well as to ensure mutual engagement and consultations at all levels. This [scheme highlights how ICVA supports NGOs](#) to engage with the Global Compact on Refugees:

### ICVA’s Support for NGOs to Engage with the Refugee Compact



In particular, ICVA:

- coordinates reflections and engagements through its Forced Displacement Working Group as well as through dedicated ‘strategic meetings’ including a broader array of NGOs. Those help disseminate information on as well as structure engagement with e.g., the UNHCR-NGO Annual Consultations, the Thematic Discussions, the High Commissioner’s Dialogue on Protection Challenges; and the Formal Consultations.
- follows briefings, debates and exchanges in Geneva and in the regions and disseminates information to ICVA members and other NGOs (e.g. through notes and dedicated teleconferences).
- develops reflection and analysis on the CRRF and the Global Compact on Refugees with interested NGOs and other stakeholders as well as monthly updates on the CRRF and the Global Compact on Refugees published on the ICVA website.
- actively contributes to the UNHCR-NGO-IFRC Reference Group on the CRRF (see above).
- supports and promotes NGO initiatives related to the CRRF and the Global Compact on Refugees.
- co-convenes, with ICMC and the NGO Committee on Migration-New York, the self-organized [Civil Society Action Committee](#), which serves as a bridge among groups of civil society organizations following up on commitments made in the New York Declaration.



ICVA organized meeting at [AIRD](#) office in Kampala to discuss the CRRF with member NGOs and UNHCR (February 2017).

## 6. ICVA'S TAKE

ICVA is fully supportive of the development and adoption of a Global Compact on Refugees that takes into account NGOs inputs. In particular, ICVA considers that a successful Global Compact on Refugees would:

- Bring value added in terms of predictability, equity and responsibility sharing in the refugee response;
- Bridge humanitarian and development approaches, without undermining humanitarian principles, accountability mechanisms and major foundations of NGOs activities such as the Principles of Partnership, the Sphere Humanitarian Charter and Minimum Standards in Disaster Response; etc.;
- Bring states to take action in fulfilling the commitments they made through the New York Declaration and other instruments such as the Leaders' Summit commitments;
- Ultimately generate a new way of working making a positive difference in the lives of refugees, providing them with more and better solutions and protection.

Achieving this vision requires ambition, dedicated resources, and sustained communications. There will be challenges along the way, particularly because the political climate has changed radically since September 2016, affecting leadership on refugee and protection issues. This makes civil society engagement and voices all the more fundamental and requires clarifications on modalities for NGO participation in the process of developing the Global Compact on Refugees, especially the series of Thematic Discussions and Formal Consultations. ICVA calls for interactive formats, allowing for inputs to be provided by a wide range of stakeholders, in line with the whole-of-society approach.

## 7. STAY TUNED

As the processes evolve, the following outlets will help you stay informed and engaged:

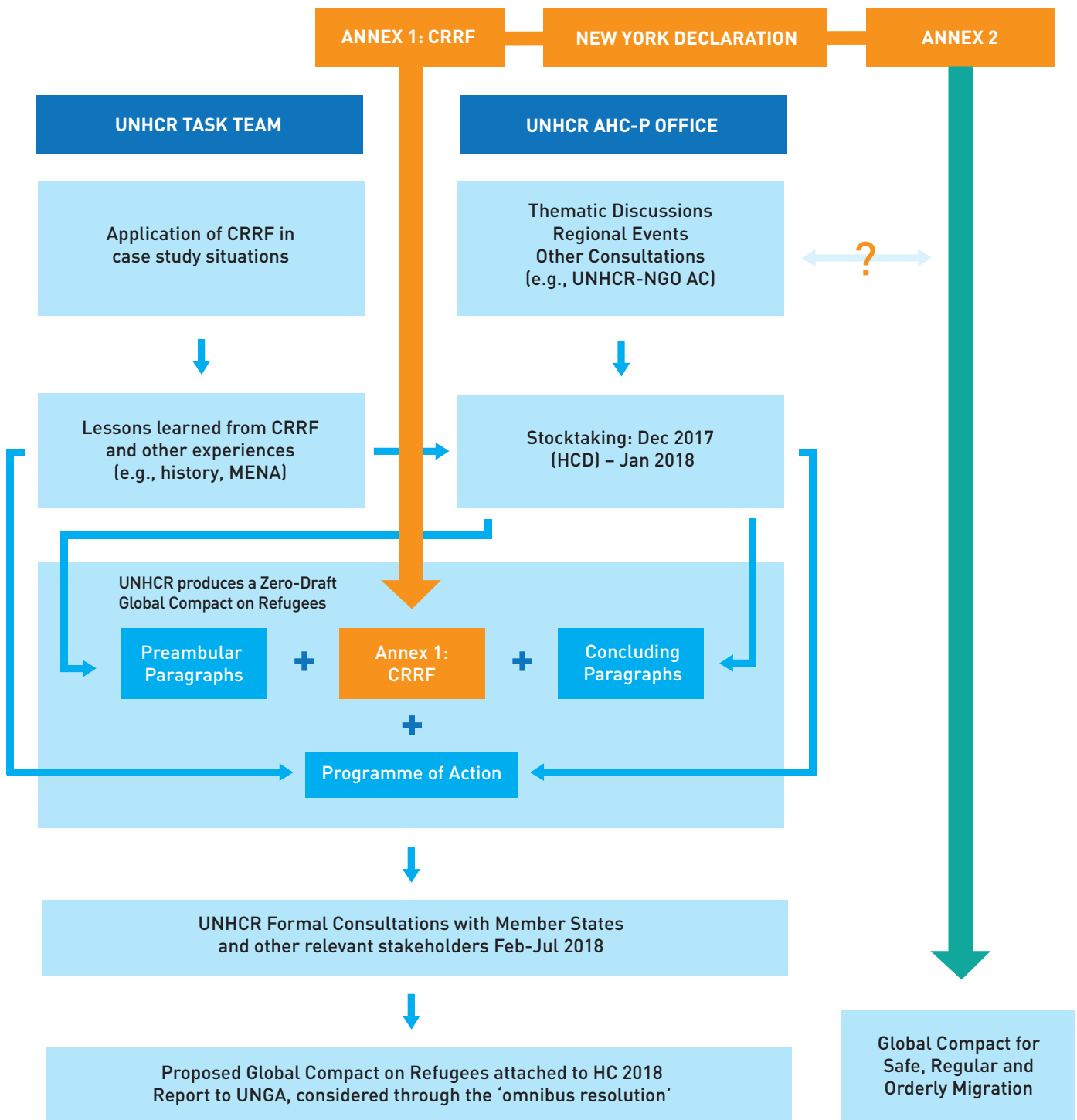
- UNHCR's relevant web pages, particularly on the [New York Declaration](#), the [Comprehensive Refugee Response Framework \(CRRF\)](#) and the [road towards the Global Compact on Refugees](#).
- The [UNHCR CRRF Global Digital Portal](#) launched on 13 June 2017

The 'whole-of-society' terminology used since the 19 September Summit should be further defined. For it to be central to the Global Compact on Refugees, the operational implications of this approach should be articulated in a way that goes beyond including new actors such as private sector and financial institutions to also fully engage NGO partners and affected populations. It should highlight principles (such as the [Principles of Partnership](#) and Humanitarian Principles) underpinning the approach and delineating how to avoid potential pitfalls and maximize the approach when engaging with new actors.

If implemented, the whole-of-society approach has the potential to contribute to more comprehensive, equitable and predictable responses to refugee crises. It has also a role to play in increased burden- and responsibility-sharing arrangements, not limited to increased financial assistance but also looking to increase services to refugees, resettlement places, and complementary pathways and legal migration channels.

- The [ICVA website](#), particularly its webpage devoted to the CRRF and the Global Compact on Refugees (<https://www.icvanetwork.org/comprehensive-refugee-response-framework-crrf>)
- Follow the ICVA twitter account on Forced Displacement: [@ICVA\\_Displaced](#)
- ICVA also manages a mailing list for NGOs interested in receiving information on the CRRF and Global Compact on Refugees. For more information, please contact: Jerome Elie ([jerome.elie@icvanetwork.org](mailto:jerome.elie@icvanetwork.org))

# Annex: Charting UNHCR's proposed Roadmap towards a Global Compact on Refugees





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## Acknowledgments

This briefing paper was made possible by the contributions of our members and the following donors:

**German Humanitarian Assistance**  
**IKEA Foundation**  
**Ministry of Foreign Affairs of Denmark**  
**Norwegian Ministry of Foreign Affairs**  
**Swedish International Development Cooperation Agency (Sida)**  
**Swiss Agency for Development and Cooperation (SDC)**  
**United Nations High Commissioner for Refugees (UNHCR)**  
**United States Department of State, Bureau of Population, Refugees and Migration (PRM)**

The views expressed in this document do not necessarily reflect the views of the donors.

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