

# 2016 Global Strategy Implementation Report



**Public Health**

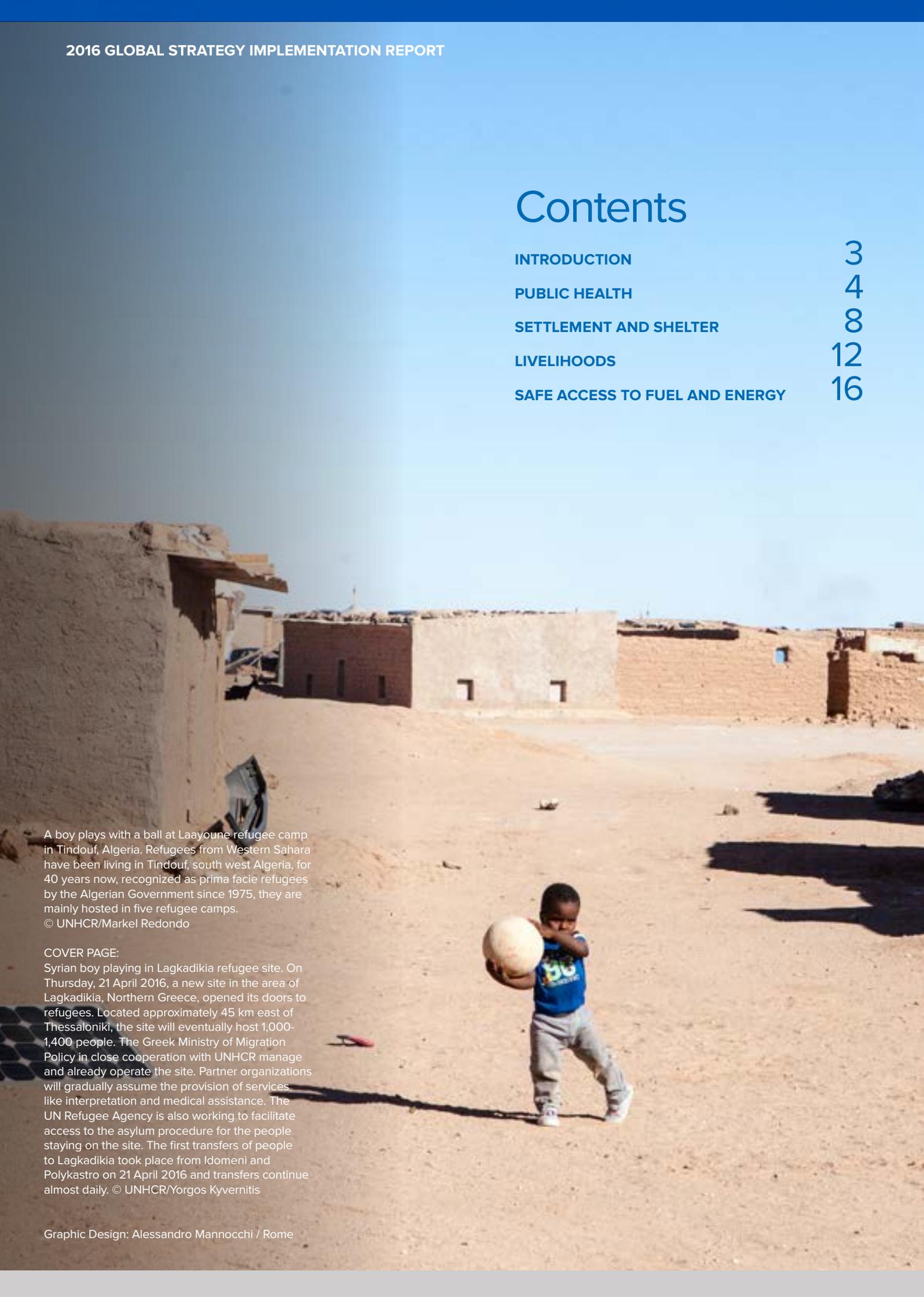
**Settlement and Shelter**

**Livelihoods**

**Safe Access to Fuel and Energy**

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A boy plays with a ball at Laayoune refugee camp in Tindouf, Algeria. Refugees from Western Sahara have been living in Tindouf, south west Algeria, for 40 years now, recognized as prima facie refugees by the Algerian Government since 1975, they are mainly hosted in five refugee camps.

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#### COVER PAGE:

Syrian boy playing in Lagkadikia refugee site. On Thursday, 21 April 2016, a new site in the area of Lagkadikia, Northern Greece, opened its doors to refugees. Located approximately 45 km east of Thessaloniki, the site will eventually host 1,000-1,400 people. The Greek Ministry of Migration Policy in close cooperation with UNHCR manage and already operate the site. Partner organizations will gradually assume the provision of services like interpretation and medical assistance. The UN Refugee Agency is also working to facilitate access to the asylum procedure for the people staying on the site. The first transfers of people to Lagkadikia took place from Idomeni and Polykastro on 21 April 2016 and transfers continue almost daily. © UNHCR/Yorgos Kyvernitis

# Introduction

## Global Strategies – 2016 Progress at a Glance

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### Public Health:

**UNHCR achieved acceptable mortality rates for children under five years old in non-emergency contexts in 99 percent of operations, maintaining the positive results achieved in 2015.**

### Settlement and Shelter:

**21 out of 25 field operations with a shelter budget exceeding USD 1 million have developed comprehensive context-specific shelter strategies.**

### Livelihoods:

**32 field operations, up from 18 in 2015, are equipped with a livelihoods strategic plan based on socio-economic and market data.**

### Safe Access to Fuel and Energy:

**All 10 priority countries for the implementation of the strategy for safe fuel and energy have integrated energy and environment needs in their emergency and contingency response plans.**

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In 2014, UNHCR launched five-year global strategies for four key sectors: public health, settlement and shelter, livelihoods, and safe access to fuel and energy. The strategies set the direction of UNHCR's work in these core areas from 2014 through to 2018. Informed by UNHCR's *2014 Policy on Alternatives to Camps* and the *Policy on Refugee Protection and Solutions in Urban Areas*, the Office implements the strategies in close coordination with other global strategies and frameworks, such as those on education, child protection and sexual and gender-based violence prevention and response.

This report builds on the 2015 and 2014 Global Strategy Implementation Reports, and presents key results and actions achieved in 2016, illustrating achievements with stories from the field. The report also describes challenges and indicates the directions that UNHCR will pursue in the years ahead.

UNHCR works with many partners in implementing global strategies in the field. In 2016, UNHCR expanded its engagement with local and national partners, promoting the inclusion of person of concern in local systems and services. This is a key orientation for the public health strategy, which engages national partners in providing health-care and health insurance schemes. New approaches to facilitate access to financial services for refugees are made possible with the active involvement of local financial service providers in the Middle-East and Africa.

UNHCR continues to innovate to benefit displaced populations and hosting communities. The master plan approach applies urban thinking to settlement planning to create sustainable and integrated settlements for both hosting and displaced populations. Innovative technologies for water and sanitation and for energy for cooking and lighting are helping to reduce costs, save time, and help people lead healthy and productive lives. Emergencies continue to be at the forefront of UNHCR's efforts, as reflected in the reporting on shelter, health, nutrition and food security, and energy.

UNHCR's Division of Programme Support and Management provides consistent support to the field operations in implementing the strategies, including through the deployment of technical experts, tools and guidance, training, mobilization of new partners and donors and the development of robust monitoring systems for effective measurement.

# Global Strategy for Public Health

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

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

## RESULTS AND ACTIONS

UNHCR continued to support evidence-based and cost-effective health programming in emergency and protracted situations. Interventions were scaled up quickly in the Democratic Republic of the Congo, Ethiopia, Kenya, and Uganda to address urgent health response needs of fleeing South Sudanese refugees and provide life-saving assistance to Burundians in the Democratic Republic of the Congo, Rwanda and the United Republic of Tanzania, and to Nigerian refugees in Cameroon, Chad and Niger.

UNHCR advocates for universal health coverage for refugees, best obtained by enabling refugees to access an equitable national system. Integrating refugees into national services ensures not only cost-effective needs-based health care, it also fosters peaceful co-existence, resilience and sustainability. In Ghana, all refugees now receive health services through the national system, covered under the national health insurance scheme. In Egypt, refugees and asylum-seekers have access to primary health care facilities. Several other countries, including Djibouti, Rwanda and Sudan have indicated their commitment to allow urban refugees to benefit from national health insurance schemes. This will be explored with the respective governments in 2017.

Inclusion of refugees in immunization campaigns continued as an important area of focus. Partnerships with ministries of health and partners were enhanced to ensure adequate vaccines and operational support. Campaigns were launched for meningitis and cholera in Ethiopia and Malawi respectively, and activities for measles and polio continued in various other countries. Ninety-nine percent of operations maintained acceptable under-5 mortality rates in non-emergency contexts in 2016.

Reproductive healthcare continued to be a major focus. 86 percent of surveyed country operations achieved the standard of at least 90 percent of deliveries occurring in health facilities, up from 68 percent in 2014. The proportion of country operations which achieved more than 90 percent coverage of antenatal clients being offered HIV testing increased from 41 to 57.3 percent.

Nutrition surveys conducted in 106 sites show a more stable situation since 2015, with 57.6 percent of sites meeting the global acute malnutrition standards of less than 10 percent.<sup>1</sup> To reflect the longer term nutrition status of refugee children, UNHCR considers stunting and anaemia to be of critical importance. The proportion of sites meeting stunting standards has increased by approximately 10 percentage points between the end of 2015 and of 2016. Data showed stable prevalence of anaemia, but significantly higher levels of anaemia observed in 22.2 percent of sites are concerning.

## HIGHLIGHTS FROM THE FIELD

### **Nutributter<sup>®</sup> helping to stabilize health outcomes in the wake of food shortages in Chad**

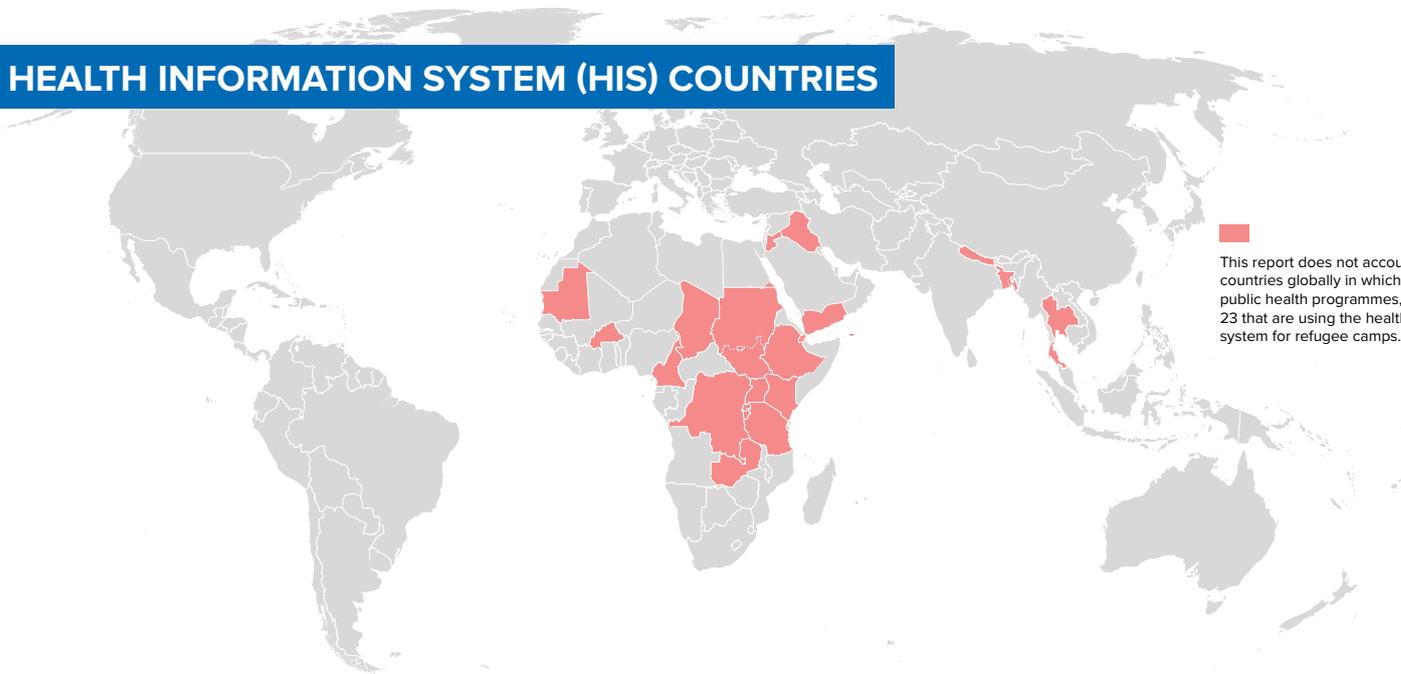
In eastern Chad UNHCR has been providing Nutributter<sup>®</sup> since 2013 in sites hosting refugees from Darfur, Sudan, and where high levels of anaemia ( $\geq 40$  percent) have been observed. Since then –and despite significant cuts to food assistance— anaemia levels remain stable in 75 percent of the sites, stunting remains stable in 83 percent of sites and GAM in all 12 sites. Strong advocacy and communication on the use of specialized nutrition products will continue to maintain or improve nutrition outcomes in refugee sites.

### **Antiretroviral therapy in the Democratic Republic of the Congo**

Working with national HIV programmes and partners, UNHCR resumed antiretroviral therapy for some 1,950 newly-arrived South Sudanese refugees in the north-east of the Democratic Republic of the Congo, also extending services to 400 host community members who were in need of HIV treatment but had no access in this remote area.

<sup>1</sup> At the time of reporting, Standardized Expanded Nutrition Surveys (SENS) had been conducted in 106 sites in 15 countries between January and December 2016. Of these 19 (18 percent) were classified to be in emergency, 30 (28 percent) in post-emergency and 57 (54 percent) in protracted situations.

# HEALTH INFORMATION SYSTEM (HIS) COUNTRIES



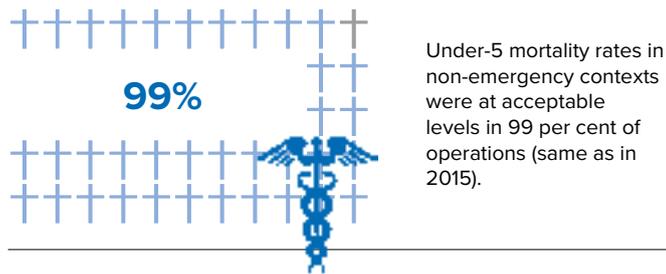
This report does not account for all countries globally in which UNHCR has public health programmes, but the 23 that are using the health information system for refugee camps.

The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations.

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

### Strategic Objective: Improve access to quality primary health care programmes

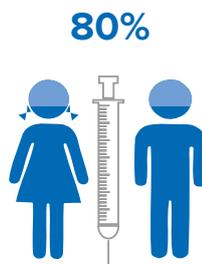
**KEY INDICATOR:** Improve access to quality health care by persons of concern, measured in under-5 mortality rate



### Strategic Objective: Improve childhood survival

**KEY INDICATOR:** Increased coverage of infant vaccination, here measured in measles vaccination coverage

Global measles coverage was 80% in 2016 with 55% of the countries meeting the standard of 90%.



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

**KEY INDICATOR:** Proportion of births attended by skilled personnel

Global average of 92%



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

#### #1) Supply of potable water increased or maintained

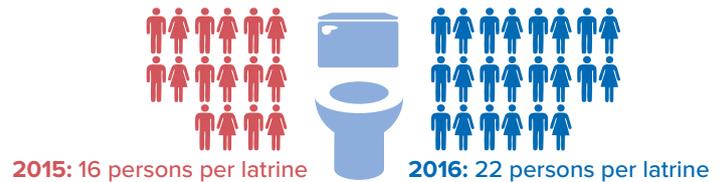
**KEY INDICATOR:** Refugees have safe access to water of sufficient quality and quantity, measured in average number of litres of potable water per person per day



23 litres of water per person per day in 2016

#### # 2) Improve safe access to quality sanitation

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

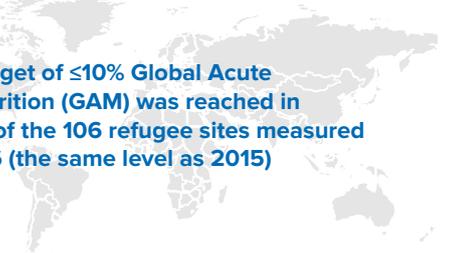


### Strategic Objective - Food Security and Nutrition

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



The target of  $\leq 10\%$  Global Acute Malnutrition (GAM) was reached in 57.6% of the 106 refugee sites measured in 2016 (the same level as 2015)



### **Mental health training to primary care providers**

UNHCR strengthened the provision of mental health services through primary care providers. In 2016, 471 partner staff (increasing from 270 in 2015) working in refugee camps in Cameroon, Chad, the Democratic Republic of the Congo, Ethiopia, Kenya, the United Republic of Tanzania and Uganda completed a five-day training course on the Mental Health Gap Humanitarian Intervention Guide. An evaluation of the training showed improved capacity in clinicians and community workers to identify and manage mental disorders. Furthermore, the training had a clear impact on the process of integration of mental health into primary health care and national services, as it led to the implementation of a referral and supervision system involving a local specialized mental health service, which has improved the quality of mental health services in the operation.

### **Rapid response to a cholera outbreak in Uganda**

Uganda had a cholera outbreak in the midst of a massive influx of South Sudanese refugees in 2016. The response was activated within a day of the first case being reported. 162 cases were managed and no deaths were reported. The outbreak was successfully controlled through strong coordination between the Ministry of Health, UNHCR and partners, and with timely and adequate preparedness, a functioning surveillance system, rapid establishment of cholera treatment units/centers, good case management and decongestion of the transit centre in Adjumani.

### **KEY CHALLENGES**

The scale of emergencies continues to grow with refugees arriving in poor health and nutritional status, and with increasing numbers of refugees globally. Access to funding in emergencies is a particular challenge, with emergency funding for continuation of antiretroviral therapy often subject to long delays. Furthermore HIV services have been impacted by the reduction in funding from UNAIDS, with less support provided to services at community and facility level in most-at-risk populations.

Funding for food assistance has been cut in contexts where the food security and nutrition situation is often precarious. Meanwhile, little attention is paid to the effects of long-term malnutrition and thus it is difficult to mobilize resources for specialized products to address anaemia and stunting.

While the majority of refugees are hosted in urban areas, most tools relating to provision and monitoring for WASH activities are tailored to camp-based or rural settlement settings. UNHCR is exploring new ways of engaging with municipal authorities and service providers to ensure refugees in urban areas have access to essential WASH services.

### **THE YEARS AHEAD**

UNHCR will prioritize building capacity to mobilize rapidly, reliably and effectively in response to emergencies, and to strengthen preparedness and contingency planning. UNHCR will also reinforce multisector programming in order to enhance nutrition and food security outcomes, such as through developing appropriate and cost effective processes to better target food assistance, and improving anemia, stunting and acute malnutrition levels through “Nutrition Road Maps”.

With evidence-based decision-making as a key priority under the its Global Public Health Strategy, UNHCR is developing a new Health Information System to ensure sound public health decision-making, promote accountability and ultimately save lives. UNHCR will expand efforts to enable refugees to access public services, including through providing funding or in-kind support to health institutions directly or through partners, and working with national governments and development actors to include refugees, stateless persons and internal displaced persons (IDPs) in national development plans.



A young mother comforts her baby girl as she tries to blow up a balloon at a nutrition centre run by the International Rescue Committee in 2016 in northeast Nigeria. The girl suffered from acute malnutrition and officials warned tens of thousands of youngsters faced possible death as a side effect of a brutal military campaign being waged by militants in the area. In 2016, an estimated 75,000 children faced death from hunger in parts of northeastern Nigeria, according to the UN. The insurrection displaced between 1.8 and 2.5 million people. Health officials reported high cases of severe acute malnutrition and a funding shortfall made it difficult to meet the urgent needs of the displaced population. UNICEF estimated 244,000 children would suffer from severe acute malnutrition in 2016. UNHCR sent teams on vulnerability assessment missions to identify families with children suffering from malnutrition and refer them to appropriate health organizations.  
© UNHCR/Hélène Caux

# Global Strategy for Shelter and Settlement

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

## RESULTS AND ACTIONS

By the end of 2016, in line with the Strategy and in a bid to ensure operations worldwide progress from emergency towards transitional sheltering measures and durable solutions, 21 out of 25 priority countries<sup>1</sup> had developed comprehensive shelter strategies which are gradually enabling people of concern to access sustainable settlements and shelters.

Despite the focus on life-saving support in new emergencies, in 2016 UNHCR continued to work in equally challenging although more protracted emergencies, such as Greece, Iraq, Syrian Arab Republic and Yemen, through the deployment of 31 settlement and shelter experts through stand-by partners.

In line with the Policy on Alternatives to Camps, UNHCR pursued integrated settlement approaches for refugees and others of concern through the development and implementation of the Master Plan approach. The approach, coupled with global tools like the Site Assessment Form, the Settlement Folio and the online Settlement Information Portal (SIP), contributes to better anchoring refugees in the local context by seeking synergies with national development plans, including local infrastructure, markets, economies and culture.

UNHCR invested significantly in research and development to improve existing shelter solutions and to develop new options. In 2016, UNHCR, in collaboration with IFRC/ICRC, finalized the technical specifications of the self-standing family tent and is moving towards procurement. UNHCR has continued the partnership with Better Shelter to improve the design and fire-safety characteristics in a new model of the Refugee Housing Unit (RHU) currently undergoing technical testing. The user's experience with the RHU has been positive, particularly in Iraq, where people appreciated it as a shelter solution that affords them a better and more dignified living environment. Additionally, UNHCR has developed and disseminated a Shelter Design Catalogue, to guide shelter practitioners in the field in selecting appropriate shelter options.

Throughout 2016, UNHCR continued to build the capacity of its global team of technical specialists through four trainings for international, national and partner staff members on improved site planning, shelter responses and coordination. 29 UNHCR settlement and shelter experts were trained in Physical Site Planning and Humanitarian Shelter Coordination and are involved or ready to be deployed to shelter operations worldwide. Additionally, 43 shelter and settlement experts from partner organizations (Swiss Agency for Development and Cooperation, IFRC, and others) benefitted from these training initiatives.

## HIGHLIGHTS FROM THE FIELD

### Piloting a T Shelter project in the United Republic of Tanzania

Settlement and shelter operations have assisted 230,000 Burundian refugees in Tanzania since 2014. As part of a comprehensive shelter strategy, UNHCR and local partners developed a T shelter project across the three main camps (Nyarugusu, Nduta and Mtendeli). The pilot phase demonstrated the importance of strong community messaging and capacity-building to ensure user acceptance of the shelter design. As the community gained experience in lime stabilisation and brick making, the quality of bricks increased along with community acceptance. In 2016, the project provided 16,000 durable shelters through a community-based, environmentally friendly, cost-effective solution for almost 80,000 refugees.

### Master Plan support to Kenya

The 2016 master plan mission to Kenya helped initiate a strategy to enhance both the spatial and societal outcomes for the mutual benefit of the refugee and host communities in Kalobeyei. Joint work with the UN-Habitat's urban planning laboratory will lead to an improved settlement design that considers both humanitarian needs and possibilities for the growth of a sustainable integrated community. The knowledge gained through this collaboration and Master Plan missions will further contribute to the ongoing development of a planning and design Master Plan toolkit.

# PRIORITY COUNTRIES

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

In 2016, 25 country operations budgeted for the objective of Settlement and Shelter improvement.

### Strategic Objective 1 - Settlement:

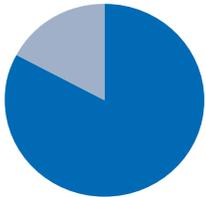
Enable refugees to access and live in dignity in secure settlements that improve their social, economic and environment quality of life as a community

**KEY INDICATOR 1:** # of experts having benefitted from dedicated settlement and shelter training

2016  
29 UNHCR  
experts

In 2016, a total of 29 UNHCR experts have benefitted from dedicated settlement and shelter training through 2 PSP trainings and 2 Humanitarian Shelter Coordination Courses.

**KEY INDICATOR 2:** % of field staff included in training initiatives



In total, out of the 29 UNHCR participants, 83% were coming from UNHCR field operations.

### Strategic Objective 2 - Shelter:

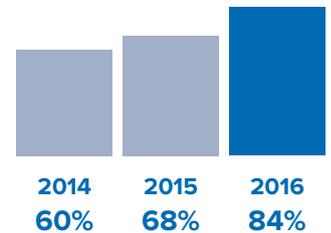
Enable refugees to access shelter and settlement solutions that provide privacy, security and protection from the elements, emotional support and a space to live and store belongings in a dignified manner

**KEY INDICATOR:** % of 2016 priority countries with validated shelter strategies

Shelter strategies developed in 2015: Afghanistan, Democratic Republic of Congo, Rwanda, Sudan, the United Republic of Tanzania, Ukraine.

Shelter strategies developed in 2016: **Cameroon, Central African Republic, Ethiopia, Greece, Iraq, Niger, South Sudan, and Syrian Arab Republic.**

In 2016, the % of operations implementing a comprehensive strategy has increased to 84% of the priority countries.



## Strategic Objectives 1+2: Settlement and Shelter

**KEY INDICATOR 1:**

# of deployments to support emergency operations

UNHCR maintained strong direct expert support to 19 country operations to ensure the technical integrity of sectorial responses, provide emergency support and establish effective coordination structures and mechanisms.

2014

20 missions by HQ

31 deployments through stand-by partner collaboration

8 support missions by regional experts

2015

30 missions by HQ

29 deployments through stand-by partner collaboration

9 support missions by regional experts

2016

43 missions by HQ

31 deployments through stand-by partner collaboration

13 support missions by regional experts

### **Scaling emergency response for Mosul, Iraq**

The UNHCR operation in Iraq scaled up significantly in a short time to prepare for the anticipated displacement following the Mosul offensive. The Iraq Shelter Cluster, led by UNHCR, hosted two Senior Roving Cluster Coordinators from the Global Shelter Cluster (GSC) surge capacity team for four months while longer term staff was recruited. GSC partners answered very favourably scaling up and seconding staff to the Iraq Shelter Cluster coordination team, and short GSC missions further boosted the response. UNHCR shelter and settlement response was also supported with strategic and technical advice in relation to fire mitigation in camps.

### **KEY CHALLENGES**

With escalating numbers of people forcibly displaced around the world, the need to provide adequate shelter and settlements responses also increases. This need translates into increased demand for technical and strategic deployments to operations before and during emergency, adequate budgets to respond and the ability to plan, coordinate and mobilize with partners to address long-term displacement issues. With limited staffing and budget, the ability to meet these needs is challenged.

Sustained investment in UNHCR capacity as global shelter lead in conflict and refugee contexts is required to continue developing strong evidence-based approaches and smart programmes that can appropriately respond to differing contexts using innovative implementation modalities.

### **THE YEARS AHEAD**

UNHCR will continue to build shelter and settlement capacity with staff and partners, developing skills to respond to emergency and protracted displacement contexts and broaden the scope and effectiveness of shelter programs. UNHCR will utilize innovative technological solutions and cross-sectoral approaches, working with protection, health, WASH, and livelihoods sectors to achieve protective outcomes and longer-term development goals. More sophisticated approaches will utilise master planning techniques and cash assistance, while ensuring that the most vulnerable are supported.

A new version of the Refugee Housing Unit is in development and the new Self-Standing Tent has been technically cleared and ready for field use in the near future. These new products and new approaches and tools for site-planning, will help maintain UNHCR's shelter and settlements programmes, and our global strategic direction, as a leader in humanitarian shelter.

UNHCR will continue to prioritise effective Global Shelter Cluster co-leadership, and further invest in evolving technical capacity, research-based initiatives and partnerships to consolidate lessons and processes, specifically with cash and urban programming approaches.

Young Syrian boys playing with old tires just before sunset in Azraq camp. Azraq Camp stretches across a vast area of empty desert in north Jordan. It is currently at less than 50% capacity, housing roughly 20,000 Syrian refugees, and was first opened in April of 2014.  
© UNHCR/Christopher Herwig



# Global Strategy for Livelihoods

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

## RESULTS AND ACTIONS

Through livelihoods interventions, UNHCR aims to contribute to the protection and solutions of refugees by enabling them to meet their basic needs in a safe, sustainable and dignified manner, preparing them to lead independent and fulfilling lives. The Global Strategy for Livelihoods emphasizes promoting the right to work and improving the quality of programming, and highlights that proven and innovative approaches to economic self-reliance should be developed and expanded, including by promoting access to finance. Collaborating with a broad range of stakeholders, including development actors, the private sector, and academia, is a clear priority.

By the end of 2016, 32 country operations were equipped with a livelihoods strategic plan based on socio-economic and market data (up from 18 in 2015). A new Livelihoods Learning Programme was rolled out to develop the capacity of 30 UNHCR staff to support market-oriented initiatives and a workshop for 27 partner organizations furthermore contributed to promoting enhanced quality of livelihoods programming.

To increase access to credit for refugees and demonstrate that microfinance can be a viable tool for refugees, the Swedish International Development Cooperation Agency (SIDA) and UNHCR launched a US\$15 million partial Credit Guarantee Facility (CGF). Through a microfinance investment fund, the CGF will initially support Financial Service Providers targeting refugees in Jordan, Kenya, Lebanon and Uganda. Guidelines on access to finance for refugees were finalized by the Social Performance Task Force (SPTF), and partners were trained on how to promote access to finance for refugees among financial service providers.

UNHCR has also expanded its collaboration with development and private sector actors. In 2016, UNHCR and the International Labor Organization (ILO) updated the 1983 memorandum of understanding (MoU) and the ILO's Governing Board adopted the "Guiding Principles on Access of Refugees and other Forcibly Displaced Persons to the Labour Market". While voluntary and non-binding, these provide important frameworks to promote refugees' full enjoyment of the right to work in hosting countries. An ILO training aimed at improving UNHCR's capacity to support market-based livelihoods interventions for refugees delivered visible results with the successful completion, by trainees, of a market analysis in Cameroon.

UNHCR maintained strategic partnerships including through fora such as Artisans Alliance and the SEEP Network. UNHCR participated in the Minimum Economic Recovery Standards (MERS) revision meeting in Washington, DC, and hosted one of the regional workshops to engage Europe-based NGOs in the revision process. UNHCR further collaborated with the OECD to enhance labour-market integration of refugees and asylum-seekers in Europe. The UNHCR Livelihoods Advisory Board, a high-level consultative group consisting of key development and private sector actors, also convened for the third time to provide critical inputs to UNHCR's work on livelihoods.

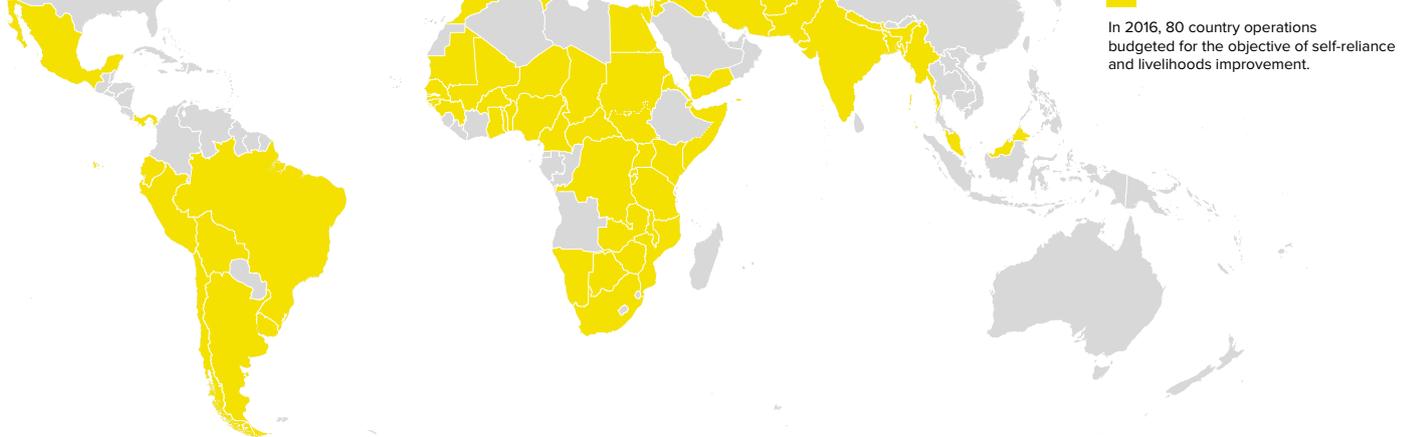
## HIGHLIGHTS FROM THE FIELD

### Connecting Refugees with Global Markets

Through UNHCR's facilitation, Indego Africa, a local social enterprise in Rwanda, began training Burundian refugee women in Mahama camp to craft a product line that meets Indego's design and quality standards. The first order of refugee-made products was shipped to New York, and is now available for sale globally through Indego Africa's website. Indego plans to increase its orders to refugee artisans by developing a line of refugee-made products in 2017. Meanwhile, in Burkina Faso UNHCR has partnered with Afrika Tiss, a social enterprise that works to help develop a responsible handmade-textile sector in West Africa. This partnership is working to establish a marketing platform and organize exhibitions to showcase artisans' creations, while raising awareness and mobilizing support for their product lines. Afrika Tiss is also working to get products to retailers and wholesalers in Denmark, Japan, Norway, Switzerland, and the United States of America, and to test production capacity for particular products and groups of artisans.

## PRIORITY COUNTRIES

### Progress on Implementation of the Strategic Objectives of the Global Strategy for Livelihoods



The release, in 2015, of Operational Guidelines for the Minimum Criteria for Livelihoods Programming, prompted a surge in the number of country operations requesting support to improve their livelihoods programming. From 2016 onwards, the indicators presented below reflect data from 80 operations with ongoing livelihoods programmes (budgeting under the programme objective: “self-reliance and livelihoods improved”).

#### Strategic Objective 1:

##### Promote the right to work and the right to development

Countries signatory to the 1951 Refugee Convention that formally grant refugees the right to work (in 2016): 75

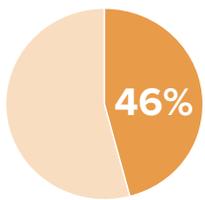


84 % of the country operations with livelihood programmes are signatories to the 1951 convention related to status of refugees.

#### Strategic Objective 2:

##### Enable people to preserve and protect their productive assets as well as meet their immediate consumption needs

46 % of reporting country operations conducted a socio-economic assessments, essential in informing market analysis, strategic planning, programme design, monitoring and targeting.



**Countries with socio-economic assessment:** Argentina, Bangladesh, Benin, Bolivia, Bosnia and Herzegovina, Burkina Faso, Ecuador, Egypt, Eritrea, the Gambia, Ghana, Guinea-Bissau, Guinea, India, Iraq, Islamic Republic of Iran, Jordan, Kenya, Kyrgyzstan, the former Yugoslav Republic of Macedonia, Malaysia, Mali, Mauritania, Myanmar, Nepal, Niger, Peru, the Republic of Korea, Senegal, Serbia, Somalia, Sudan, Tajikistan, Togo, Uganda, Uruguay, and Zimbabwe.

#### Strategic Objective 3:

##### Develop and expand proven and innovative ways of supporting people’s economic self-reliance

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

Country operations with a budget for “self-reliance and livelihoods improved” that achieved over 80% of the operation specific target: 19

UNHCR aims to promote self and wage employment through building skills and increasing opportunities, in, for example, agriculture, artisan markets, and entrepreneurship.

#### Strategic Objective 4:

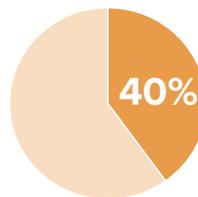
##### Improve planning, learning and practice on successful approaches to livelihoods development and their impact on self-reliance

33 % of reporting country operations conducted a market analysis. Market analysis informs UNHCR and partners about potential opportunities for refugees to access or develop markets for goods and services. Based on the findings of analysis, operations can plan the most appropriate and market-based interventions to strengthen livelihoods.

##### Countries that have done a market analysis:

Algeria, Bangladesh, Benin, Burkina Faso, Chad, Costa Rica, the Democratic Republic of the Congo, Ecuador, Egypt, Ethiopia, Georgia, India, the Islamic Republic of Iran, Kenya, Malaysia, Mali, Nepal, Republic of Korea, Senegal, Somalia, South Africa, Sudan, Togo, Turkey, Uganda, the Zambia, and Zimbabwe.

40 % of reporting country operations developed a context-specific livelihoods strategic plan. Multi-year strategic plans present clear objectives, a detailed outline of interventions, a monitoring framework and well-defined target groups.



##### Countries with validated context-specific livelihoods strategic plans:

Bangladesh, Bolivia, Bosnia and Herzegovina, Burkina Faso, Chad, Costa Rica, Ecuador, Eritrea, the Gambia, Ghana, India, Kenya, Kyrgyzstan, Malawi, Malaysia, Mali, Mauritania, the Republic of Moldova, Nepal, Niger, Pakistan, Peru, the Republic of Korea, Rwanda, Serbia, South Africa, South Sudan, Sudan, Tajikistan, Turkey, and Zimbabwe.

### **Moving Families out of Poverty in Costa Rica**

Originally developed by BRAC in Bangladesh and pilot tested by the Consultative Group to Assist the Poor (CGAP) and the Ford Foundation, the Graduation Approach is a proven methodology to support the extremely poor in ‘graduating’ out of poverty. With technical support from the NGO Trickle Up, UNHCR adopted the Graduation Approach in 2013 to explore whether it could be as successful in refugee contexts. UNHCR has implemented the Graduation Approach for refugee populations in Burkina Faso, Costa Rica, Ecuador, Egypt, Zambia and Zimbabwe. In Costa Rica, data from 114 participants that graduated as of January 2017 reveals that unemployment rates had decreased from 36 percent to 4 percent through the project period. Self-employment rates among participants had more than doubled – from 24 percent to 59 percent at the time of graduation, and as many as 79 percent of participant households reached a monthly family group income equal or greater to the national minimum wage upon graduation, from a baseline of 15 percent prior to implementation. Finally, 58 percent of participants considered that their emotional wellbeing had improved during the project.

### **Jordan: Refugee Inclusion into IKEA’s Supply Chain**

In 2016, IKEA decided to include refugees with artisanal skills in Jordan in their supply chain. The project will be implemented in partnership with a Jordanian social enterprise and will target both refugees and host community artisans. IKEA aims to sell the new product line in the region, first as a pilot and then to expand through export to other areas of the world.

### **KEY CHALLENGES**

While 2016 saw important progress in promoting refugees’ right to work, important legal, policy and administrative barriers continue to challenge access to safe and sustainable employment for many refugees. These challenges also include lengthy waiting periods to obtain documentation. Moreover, the economic situation in many host countries, marked by high unemployment and poverty rates, create adverse conditions for refugee employment. Lack of resources – financial, human, and technical – also continue to be an obstacle for country operations striving to develop and deliver adequate livelihood support.

### **THE YEARS AHEAD**

UNHCR will continue advocating access to work for refugees. Guidance on the implementation of ILO’s “Guiding Principles on Access to the Labour Market for Refugees and other Forcibly Displaced Persons” will provide an important preliminary step. Furthermore, through the Credit Guarantee Facility and by utilizing the guidelines developed by Social Performance Task Force, UNHCR will promote refugees’ financial inclusion, and place increased focus on building strategic partnerships with development actors to have refugees included in their economic development programming.

UNHCR will continue to improve the quality of livelihood interventions, including through building the organization’s capacity to support results-driven and market oriented livelihoods programming. Technical support in the field will also focus on improving food security outcomes. Additionally, in 2017 UNHCR will finalize field-testing the new set of indicators to assess the outcomes of livelihood interventions, and will expand strategic partnerships supportive of this work, such as those with the ILO, WFP, IFAD and FAO.

UNHCR will scale up the Graduation Approach to cover approximately 20 country operations within the next couple of years. Moreover, drawing on the success of projects in Burkina Faso and Rwanda, UNHCR will expand the implementation of the new Artisanal Strategy, MADE51 (Markets, Design and Empowerment of refugee artisans) in an initial cohort of six countries in East Africa and Southeast Asia. The Artisanal Strategy aims to connect refugee artisans with global markets by partnering with local social enterprises.

Kwatina Ayaba, 32, displays bags and other products she made with recycled materials at the women's skill acquisition centre supported by UNHCR in Yola Nigeria. The insurgency in Nigeria has affected about 5 million people, including more than 2.2 million Nigerians who are internally displaced (IDP). UNHCR and its partners have been providing protection, shelter, camp management training and assistance to about 10 per cent of the IDPs in north-east Nigeria, where most of the displaced live with host families. In Yola, Adamawa state, displaced women have been trained to produce goods with wastes. This program, supported by UNHCR, is helping displaced women to support themselves financially while protecting the environment.

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# Global Strategy for Safe Access to Fuel and Energy (SAFE)

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

## RESULTS AND ACTIONS

Access to sustainable energy is a rapidly developing area for UNHCR and of increasing importance to donors. The 2030 Agenda sets a historic universal energy goal, to “Ensure access to affordable, reliable, sustainable and modern energy for all”. Yet, today, more than 14 percent of the world’s population lack electricity, while nearly 40 percent cook using harmful solid fuels. Over 8 million forcibly displaced people have minimal access to energy for cooking, lighting, education or livelihood activities, which leads to health and security risks, restricted economic opportunities, and environmental degradation.

UNHCR established in January 2016 a dedicated Energy Unit at Headquarters, to bolster support to field operations in delivering cooking, lighting and electricity solutions to refugees. With the support of the IKEA Foundation and the Swiss Agency for Development and Cooperation, energy experts were posted to Jordan and Ethiopia, and to Headquarters. Missions were fielded to Djibouti, Ethiopia, Jordan, Kenya, Nepal, Uganda and the United Republic of Tanzania, to support planning and implementation of energy and environment programmes.

Moving towards climate neutrality, UNHCR is developing global agreements with other agencies and private sector actors on alternatives to diesel generators. The strategy uses innovative financing mechanisms and the latest renewable energy technologies to provide power in emergencies and protracted situations, reducing reliance on fossil fuels, lowering operational costs and minimizing carbon emissions.

UNHCR has developed guidance to improve the quality of energy interventions. This includes a guide on community lighting, developed in collaboration with Phillips lighting and the World Bank, and guidance on solar-water pumping aimed at reducing costs and emissions in refugee operations. UNHCR is collaborating with the Massachusetts Institute of Technology (MIT), the Global Alliance for Clean Cookstoves, the Moving Energy Initiative, the German Agency for International Cooperation (GIZ), WFP and FAO, on an analytical guide to inform decision-making for increasing access to sustainable and affordable clean cooking. In 2016, UNHCR and FAO released a joint technical handbook on biomass assessment, which proposes a methodology for assessing and mapping the demand and supply of cooking fuel in and around refugee settlements.

In September, UNHCR coordinated a side-event on the margins of the United Nations General Assembly opening session in New York, where the Deputy High Commissioner highlighted the importance of energy in humanitarian response. UNHCR also participated in the European Union’s Energy Initiative Partnership Dialogue Facility discussion forum to enhance the communication space for research, policy and practice to better link energy and humanitarian responses.

## HIGHLIGHTS FROM THE FIELD

### Solar power plants in Jordan

With support from the IKEA Foundation (\$13million) and the KfW Development Bank (\$15million), construction started on large scale solar power plants in Azraq and Zaatari camps, in Jordan. Projected to save over US\$10 million in annual electricity bills and reduce carbon emissions by more than 19,000 tons of CO<sub>2</sub> per year, the plants will provide clean electricity to over 30,000 households and contribute to meeting renewable energy targets.

### Bangladesh heat retention bags

In 2016, UNHCR piloted the use of Retained Heat Cookers (RHCs) to investigate their performance in terms of fuel savings, decreased cooking time, smoke reduction and user acceptance. A 25 percent reduction in fuel use was observed during the pilot phase. UNHCR is preparing to scale up and increase RHC use in communal kitchens as a means of reducing household cooking-fuel expenses and saving precious time spent on cooking or using stoves.

## PRIORITY COUNTRIES

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

2016 Strategy Priority Countries - selected based on criteria, including the prioritisation of energy for persons of concern and the availability of resources and strategic opportunities in the operational setting.

#### Strategic Objective 1:

##### Integrate energy needs into emergency planning and response

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

10 countries (Burkina Faso, Chad, Djibouti, Kenya, Nepal, Rwanda, South Sudan, Sudan, and Uganda) have addressed energy and environment issues in their emergency and contingency plans.



Rwanda actively incorporated environmental management aspects, solar lamps and cook stoves into its emergency response plan.

#### Strategic Objective 2:

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

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

10 priority countries (Burkina Faso, Chad, Kenya, Djibouti, Nepal, Rwanda, South Sudan, Sudan, and Uganda) have validated strategies addressing energy.

#### Strategic Objective 3:

##### Enable access to fuel-efficient technologies and renewable energy at the household level

**KEY INDICATOR:** # of households in priority countries that have received a clean cook stove

- In Bangladesh, 6,000 retained heat cookers were distributed while 9,000 more are currently at the procurement phase.
- In Chad, 5390 different types of cook stoves (Banco, Save 80, Afrah and Solar Cooker Haines) were distributed in 2016.
- In Rwanda, 74 Save 80 stoves were distributed in 2016 to the equivalent number of families.



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

- In Nepal, 818 solar lanterns were distributed.



#### Strategic Objective 4:

##### Increase support for institutional energy needs through fuel-efficient technologies and renewable energy

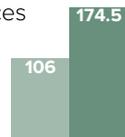
**KEY INDICATOR:** # of change in the amount of fuel per institution for cooking.

100% of public institutions in Kenya are receiving fuel.

100%

**KEY INDICATOR:** # of public places that have lighting.

- Ethiopia exceeded its target of 106 by lighting 174.5 public places and, in Kenya, all targeted 100 public places gained access to lighting.
- 100% of health facilities in Djibouti have access to lighting.
- In Nepal, 116 street lights were installed in Beldangi and Sanischare camps.



#### Strategic Objective 5:

##### Promote community managed, multi-purpose and agroforestry activities as resource banks, both in and around settlements/camps.

**KEY INDICATOR:** # of hectares planted

193 hectares were planted in three priority countries, namely, Burkina Faso, Chad and Kenya. Priority countries with established tree plantations are Ethiopia, Rwanda, South Sudan, Sudan, and Uganda.



### **Clean fuel in Niger**

In partnership, CARE and UNHCR are introducing gas as a domestic fuel in the localities of Diffa, in order to support the economy of households and protect the environment. The action is part of the ICSP initiative (Instrument Contributing to Stability and Peace), and includes the distribution of gas cylinders to 140,000 people (20,000 households) and a subsidy for household-refills over a 6 month period.

### **Mini-grid in Nepal**

UNHCR and partners designed and installed mini-grids that provide communities with an innovative solar street lighting solution at lower costs than stand-alone street lights. Five centralized systems now generate power to illuminate 116 street lights over 3.3 km of road inside and along the perimeter of two camps, benefitting both refugees and host communities.

### **KEY CHALLENGES**

Key challenges in designing, planning, implementing and monitoring energy programmes remain the lack of qualified and experienced energy personnel in the field, and lack of data on energy demand. Almost 10 million forcibly displaced people are living in camp settings, the vast majority of whom have minimal access to energy for cooking, lighting, education or livelihood activities. UNHCR and other humanitarian agencies do not have adequate resources to address the enormous challenges in providing families with adequate sustainable energy in a holistic way.

### **THE YEARS AHEAD**

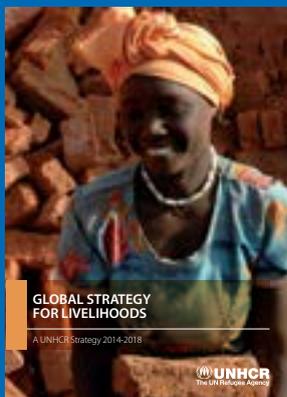
UNHCR's priority focus remains increasing access to clean and sustainable energy for cooking food, thereby improving the health, well-being and security of persons of concern. Lighting and access to electricity are of critical importance, allowing families to learn, eat, educate and socialize during hours of darkness, while enabling communication, productive activities and improved security. UNHCR will also work to replace diesel generators with renewable energy systems, to reduce costs and environmental impacts.

UNHCR will review the SAFE Strategy to build on good practices, adapt proven approaches to new situations, improve performance indicators and continue to harness new technologies and innovations. UNHCR will further develop and strengthen partnerships with a range of agencies, universities, NGOs and private sector actors to find and adopt innovative technologies and financing mechanisms to meet energy needs in both emergency and protracted situations. In doing so, UNHCR will actively integrate energy interventions with livelihoods and cash-based assistance to promote the self-reliance and resilience of forcibly displaced populations.



Carmen Perea with her youngest daughter in her work room. "I was born in Buenaventura, Colombia. Right now, I live in Ecuador. I make shoes for women. I left my country because of the violence there. I had to flee after they killed my brother. It was too dangerous. I couldn't have my daughters raised in such a violent place. © UNHCR/Santiago Arcos Veintimilla

## GLOBAL STRATEGY FOR LIVELIHOODS 2014-2018



Available  
online:



[www.unhcr.org/livelihoodsstrategy](http://www.unhcr.org/livelihoodsstrategy)

## GLOBAL STRATEGY FOR PUBLIC HEALTH 2014-2018



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

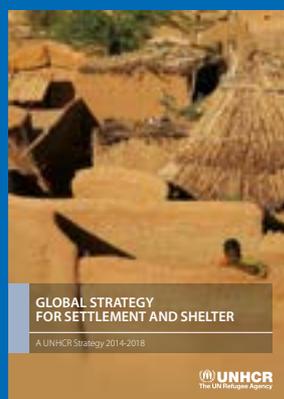


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