



Responding with Lifesaving Support

UNHCR staff verify and assist Venezuelan refugees, asylum-seekers and people of concern at the Rondon I shelter in Boa Vista, Roraima, Brazil.

Conflicts continue to trigger substantial displacements worldwide. By November 2018, UNHCR was responding to ten large-scale refugee and internal displacement emergency situations in 24 countries. This included two Inter-Agency Standing Committee (IASC) system-wide Level-3 emergencies in the Syrian Arab Republic (Syria) and Yemen. The Office declared eight new internal Level 2 emergencies in response to the protection and assistance needs of refugees crossing into Chad, Nigeria, Uganda, and countries affected by mixed movements in the North of Central America and the

Venezuela situations, as well as those of IDPs in the Provinces of Ituri and Kivu, in the Democratic Republic of the Congo (DRC). With the High Commissioner's Strategic Directions prioritizing emergency preparedness and response, ensuring refugee and IDP emergencies receive prompt and robust support, the Office will continue to deliver protection and assistance, particularly in high-risk security environments.

UNHCR's emergency preparedness capacity is rooted in a sound assessment of risk that considers the rights, dignity

and expressed protection needs of people. Partnerships remain at the core of emergency preparedness and response. To support emergency operations globally, UNHCR will work closely with key first responders, such as national

governments, local authorities as well as non-governmental organizations. It will also explore new partnerships and strengthen local partners' engagement through tailored initiatives, such as dedicated workshops and training sessions.

RESPONDING TO EMERGENCIES



A UN convoy reaches Tall Refaat with lifesaving assistance for some 50,000 women, men and children who fled their homes in Afrin, Syria.

HALEP

allows country teams to identify their strengths and gaps in key areas of emergency preparedness.



Emergency preparedness

Collaboration between UNHCR, governments, civil society and other actors such as development agencies at an early stage of preparedness is key to providing effective lifesaving support to people forced to flee.

UNHCR has identified 24 situations in 64 countries that are at medium or at high risk of an emergency. To monitor these situations and track countries' level of preparedness, the Office relies on the

High Alert List for Emergency Preparedness (HALEP). This tool helps to identify strengths and gaps in preparedness, and to analyse operations' readiness and capacity to respond in a coordinated manner while enabling UNHCR to prioritize global support for emergency preparedness and response. Operations at medium or high risk of emergencies are identified through regular risk analysis. In 2019, the monitoring and support on emergency preparedness will continue with more operations reporting as per HALEP requirements.

UNHCR's 2017 emergency policy provides a framework to better prepare for and respond to the needs of displaced people in emergencies, sharpening the focus on risk analysis and pre-crisis preparedness. In 2019, the Office will build on lessons learnt to foster response speed and effectiveness, swiftly releasing emergency funds and pre-positioned relief material, accelerating selection procedures to deploy staff and partners quickly and engaging more with development organizations, communities and the private sector from the onset of a crisis in pursuit of solutions.

To strengthen its preparedness, UNHCR relies on innovative technologies and sources of data, such as predictive analytics for population movements to support operational planning and social media monitoring tools. In 2019, the Office will build its analytical capacity through non-traditional data sources to better anticipate emergencies and drive decision making for preparedness.

UNHCR's Policy on Emergency Preparedness and Response has three emergency levels with clearly defined accountabilities and coordination roles.

Emergency Level 1 for proactive preparedness is activated to trigger preparations for a likely humanitarian emergency. Preparedness actions are undertaken in the UNHCR operation(s) concerned with Headquarters support, preparedness missions and human, financial and material support.

Emergency Level 2 applies to a situation requiring additional support and resources from Headquarters so that the country operation(s) can respond in a timely and effective manner.

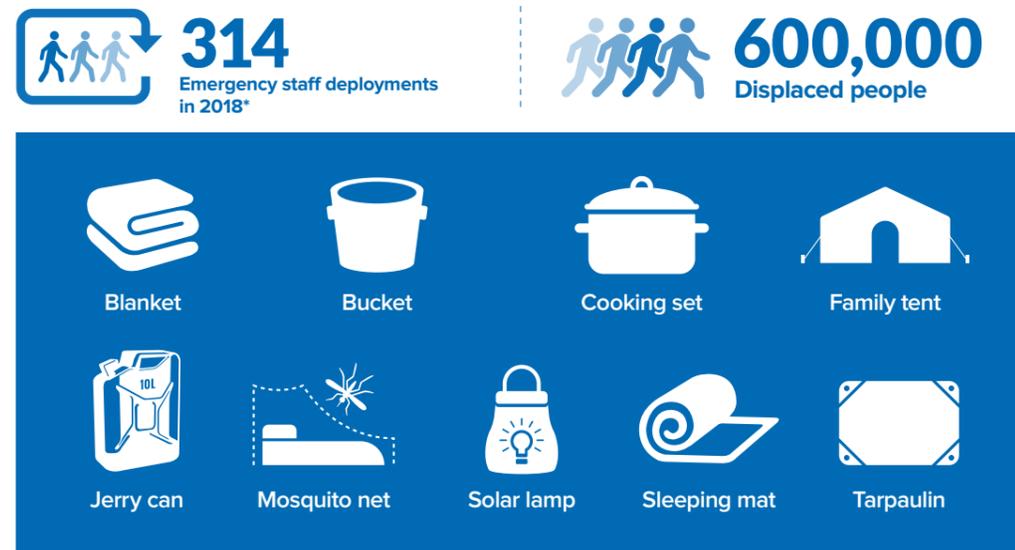
Emergency Level 3 for a whole-of-UNHCR response signifies an exceptionally serious situation in which the scale, pace, complexity or consequences of the crisis exceed the existing response capacities of the country operation(s) and call for a corporate, whole-of-UNHCR response.

At the level of the humanitarian system as a whole, a **system-wide Level-3 (L3) emergency** aims to strengthen leadership, coordination, and accountability in inter-agency responses to major humanitarian emergencies, and is declared by the United Nations' Emergency Relief Coordinator on behalf of the IASC. It activates mechanisms and tools to ensure the system as a whole delivers effectively. It creates tools and capacity that enable the humanitarian system to take rapid decisions soundly and coordinate effectively. It also commits IASC member organizations to support L3 mobilization. L3 emergency declaration procedures are being revised by the IASC.

Emergency response

GETTING READY TO RESPOND TO EMERGENCIES

UNHCR can provide 600,000 displaced people in simultaneous emergencies around the world with relief materials within 72 hours.



UNHCR's relief materials are pre-positioned in seven global warehouses strategically located across Africa, Asia and Europe.

*Figures as per October 2018.

To ensure supply chain systems, processes, tools and resources support quick delivery and are compatible with fast evolving operational realities, UNHCR will continue to rely on pre-positioned stocks from its seven strategically placed global warehouses across Africa, Asia and Europe. These warehouses have stockpiles that can reach up to 600,000 displaced people within 72 hours by air, land or sea. These enable UNHCR and its partners to respond quickly with core relief items that provide urgently needed lifesaving assistance.

The supply chain management and organizational structures will be systematically reviewed and adapted. Global stockpile management, robust procurement, supplier management and support to cash-based interventions

will be carried out. To ensure its limited resources are used effectively, UNHCR will harmonize and simplify processes, further introduce modern systems and tools and professionalize its workforce. The Office will also pursue mobility solutions for other UN agencies through global fleet management.

The response to the crisis in Bangladesh offers a good example of what can be done, and of the type of capacity that needs to be sustained in 2019. From the outset of the crisis, UNHCR rapidly increased its response capacity by deployments of skilled emergency roster staff, including experts in protection, supply, site planning or water, sanitation and hygiene (WASH) to boost preparedness for the monsoon season. Within the first three months of

the emergency, more than 100 UNHCR and partners' emergency staff had been deployed to support close to 900,000 refugees, along with core relief items to meet basic household and shelter needs.

Prompt, high-quality emergency responses require dedicated professionals who can be available immediately. Members of UNHCR's emergency standby team can be deployed within 72 hours to support country operations in managing and

coordinating a principled, comprehensive, people-centred and protection-oriented emergency response that meets the most urgent humanitarian and protection needs of refugees and IDPs, as well as the communities hosting them. The permanent standby team is complemented by a regular emergency roster and partners with standby teams of technical specialists in security, prevention and response to sexual or gender-based violence (SGBV), health, human resources, WASH, shelter and programme and supply management.

UNHCR standby partners

UNHCR works with a wide range of standby partners to complement its own emergency response core staff with the deployment of protection, coordination, registration, information management and technical experts. Standby partners also provide specialized services, such as water and sanitation facilities, communication technology and renewable energy. They also offer infrastructure support, such as office and accommodation facilities in newly established operations, often in remote locations. In 2019, UNHCR's standby partners will continue to support emergency operations by deploying staff and providing service packages, such as constructing offices or accommodation for UNHCR staff.

The Office maintains 18 active standby partner agreements for emergency preparedness and response. Three new agreements are being developed.

- *Bundesanstalt Technisches Hilfswerk (THW)*
- CANADEM
- Centers for Disease Control and Prevention, United States of America
- Danish Refugee Council
- Department for International Development, United Kingdom of Great Britain and Northern Ireland (DFID)
- Directorate for Civil Protection and Emergency Planning, Norway (DSB)
- Dutch Surge Support Water
- Emergency.lu Luxembourg Ministry of Foreign Affairs
- International Humanitarian Partnership
- iMMAP
- Irish Aid
- Norwegian Refugee Council (NRC)
- RedR Australia
- Save the Children Norway
- Swedish Civil Contingencies Agency (MSB)
- Swiss Agency for Development and Cooperation (SDC)
- Veolia Environment Foundation
- White Helmets Commission, Argentina

A workforce available for emergency deployments must be appropriately trained for emergencies. UNHCR has a wide range of capacity-building initiatives, including online training, workshops on emergency management and situational emergency trainings. An emergency team leadership programme is carried out in collaboration with inter-agency partners. To the extent possible, training sessions will be conducted by, and in partnership with, governments and humanitarian actors in identified regions and countries. The creation and strengthening of dedicated rosters in 2019 will enhance standby staff response capacity in various key thematic areas such as finance and administration, protection, and information and communications technology. UNHCR will continue developing the senior corporate

emergency roster, which is used to deploy experienced staff to lead and coordinate its response to large-scale emergencies.

UNHCR works with governments to identify solutions from the outset of a displacement situation. New profiles of surge partners' staff will provide expert knowledge on the connections between humanitarian and development support, promoting refugees' inclusion in national development systems.

UNHCR will also improve operational decision-making and achieve better protection results and pursue solutions through an inter-agency collaborative mechanism to share community-level information about populations of concern, which will also lead to a more efficient and effective response to internal displacement.

An important UNHCR objective remains to ensure emergency operations are fully compliant with relevant rules, regulations, policies and instructions, particularly during the early phases of an emergency. To support emergency operations, UNHCR conducted compliance missions to Angola, Bangladesh and the DRC that specifically focused on supply management compliance.

Delivering protection and assistance in high-risk security environments

In 2019, UNHCR will continue to work in complex and high-risk security environments to protect and assist those who have been forced to flee their homes. The need to provide lifesaving assistance means personnel must operate close to or within areas of active conflict. UNHCR's continued presence in countries such as Afghanistan, Libya, Somalia, South Sudan, Syria and Yemen requires robust security measures and procedures to protect personnel seeking to access those in desperate need of relief.

Fulfilling the Office's duty of care to its personnel while they deliver humanitarian assistance remains a delicate balancing act. UNHCR works to ensure its staff are security aware and trained. This is particularly important for managers in high-risk operations.

Where the security risks are high, security experts will be deployed to undertake risk assessments, advise managers and implement measures. Integrating the security of workforce, refugees and other people affected by conflict will remain key in 2019. As an integral aspect of security risk management, UNHCR will continue to work closely with affected populations and host communities to earn and build their acceptance and trust, including refugees and IDPs, as part of its contingency planning and preparedness actions.

In recent years, duty of care has become a major priority of the UN Secretary-General. As the lead agency in the cross-functional inter-agency task force on duty of care within the High-Level Committee on Management, the Office will continue to improve its duty of care. The Office issued UNHCR administrative instruction on "Measures in support of personnel serving in high-risk duty stations" in August 2018. UNHCR will improve entitlements and support for staff appointed to high-risk locations at all stages of deployment. Duty of care training, outreach and awareness raising will continue as will better integration of duty of care in managers' objectives and UNHCR's risk and accountability frameworks.

More than
2,000
workforce trained
in emergency
and security
procedures
in 2018.



Vulnerable Venezuelans find help in Colombia

"It was never our plan to leave, but here we are," said 22-year-old Yuliany Ayala, a Venezuelan mother who arrived in La Guajira, a border town in Colombia's north-eastern desert region with her husband Adrián Vega and their 4-year-old son Diose a year ago.

The shelter has become a lifeline for many and is an example of the kinds of responses that governments, NGOs and others throughout the region have put in place to meet the basic needs of Venezuelans who have left their homeland.

As it is doing in La Guajira, UNHCR is supporting partners and local governments across Colombia and throughout the region to address the growing needs of Venezuelans on the move. Projects range from furnishing food kitchens and temporary shelters to bolstering the resources of hospitals and supporting childcare facilities.



Venezuelan refugees and migrants gather for a free meal at the Casa de Paso Divina Providencia charitable feeding centre in Cúcuta, run by the Catholic Church and supported by UNHCR.

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ANTICIPATED AREAS OF INTERVENTION IN 2019

KEY ACHIEVEMENTS TARGETED IN 2019

EMERGENCY PREPAREDNESS AND RESPONSE

EMERGENCY RESPONSE CAPACITY AND EFFECTIVENESS REINFORCED. IN 2019, UNHCR WILL:

Emergency response teams assembled, trained and deployed	<p>Manage and coordinate the response to, and address the most urgent needs of, conflict-affected populations in emergencies declared as Level 3 within 72 hours.</p> <p>Provide additional support and resources to Level 1 and 2 emergencies to respond in a timely and effective manner.</p> <p>Provide gap filling options for country offices through short-term deployment of emergency service standby staff.</p>
Early warning and contingency planning mechanisms optimized	<p>Continue to actively engage with the IASC Reference Group on Preparedness and Resilience, its Analyst Group on Early Warning, Early Action, and related initiatives.</p> <p>Monitor global preparedness levels for situations at medium and high risk through HALEP and ensure full compliance with reporting on preparedness.</p> <p>Provide targeted support on preparedness based on HALEP ratings.</p> <p>Contribute to the development of tools to enhance UNHCR's preparedness systems for internal displacement situations.</p>
Emergency roster and standby partner management optimized to respond to operational needs	<p>Create and operationalize the database for deployments.</p> <p>Lead UNHCR bilateral consultations with standby partners, participate in standby partner consultations and its training steering committee and contribute financially to the training secretariat.</p> <p>Facilitate selection for UNHCR internal rosters, contribute to maintaining functional rosters and facilitate staff deployment to emergencies.</p>

CAPACITIES, SKILLS AND KNOWLEDGE FOSTERED AND DEVELOPED. IN 2019, UNHCR WILL:

Emergency management training provided	<p>Train more than 360 UNHCR and partner staff through 3 workshops on emergency management, 3 situational emergency trainings, 1 senior emergency leadership programme, and 2 inter-agency emergency team leadership programme and preparedness training sessions.</p> <p>Train some 340 people, including NGO staff, UNHCR workforce and government officials via the e-Centre in Bangkok.</p> <p>Make a dedicated e-learning available on emergency preparedness and response.</p>
New learning and training packages and materials developed	<p>Incorporate lessons learnt from emergency preparedness and response into learning and guidance materials as well as in the curriculum of various training sessions.</p> <p>Create topics or entries for the Emergency Handbook and publish new guidance, lessons learnt from emergency preparedness and response in it.</p>

POLICY DEVELOPMENT STRENGTHENED. IN 2019, UNHCR WILL:

Implementation and effectiveness of policies monitored and evaluated	<p>Continue to take stock of the timeliness and effectiveness of UNHCR emergency operations and monitor the application of the emergency policy through real-time reviews.</p> <p>Continue to undertake qualitative and quantitative analyses of the progress made in implementing the emergency policy, as well as the challenges and achieved progress through a tailored exercise.</p>
Current policies maintained and updated	<p>Provide support to emergency-related policy reviews, initiatives, activities, and internal or external processes.</p> <p>Incorporate and publish emergency-related policies in the online Emergency Handbook.</p>

SECURITY MANAGEMENT REINFORCED AS AN ORGANIZATIONAL CULTURE. IN 2019, UNHCR WILL:

Identification and deployment of security specialists optimized to meet operational needs	<p>Identify, screen, test and interview candidates for professional field security positions.</p> <p>Induct and on-board new field security advisors.</p> <p>Ensure follow-on training and development to build the profile and skills needed to be a UNHCR field security advisor.</p>
UNHCR's global security exposure monitored	<p>Manage annual global self-assessment of compliance with security requirements (MOSS).</p> <p>As secretariat of Security Steering Committee, coordinate focused reviews of selected high-risk operations.</p> <p>Review all mission security clearance requests to high-risk areas.</p>

GLOBAL SUPPLY MANAGEMENT OPTIMIZED FOR EFFICIENT DELIVERY. IN 2019 UNHCR WILL:

Stockpile for logistics, supplies and IT equipment provided	<p>Provide relief items for at least 600,000 people of concern in simultaneous and complex emergencies within 72 hours through 7 global emergency stockpiles.</p> <p>Expand procurement desk review to 10 selected countries by including the monitoring through desk review of partners' procurement, especially in emergency operations.</p>
UNHCR's contract management optimized for operational effectiveness	<p>Maintain 60 frame agreements with suppliers of core relief items for emergency preparedness and response, ensuring excellent quality products, fast delivery, sufficient production capacity and lowest possible cost.</p> <p>Simplify and clarify procurement processes and guidelines to improve efficiency and effectiveness in emergency response and governance. This will be done by finalizing the review of chapter 8, simplifying administrative policy instructions.</p>
International procurement undertaken	<p>Actively engage with and support field operations with particular emphasis on CBIs and emergency response.</p> <p>Effectively process submissions for emergencies to the UNHCR Emergency Committee on Contracts within 72 hours.</p>
Warehouse management improved and maintained	<p>Maintain global warehousing and inventory management practices, further develop and monitor securing optimal supply infrastructures and safeguarding of properties and goods.</p>
Supply chain systems and procedures developed and improved	<p>Conduct quality inspections to ensure core relief items meet technical specifications and needs of people of concern, as well as factory audits, so that they are manufactured in line with UNHCR's ethical, labour, social and environmental standards.</p>
System for management of assets developed and maintained	<p>Continue to implement its fleet management, insurance and disposal programmes, while maintenance/repair activities, which are currently under development, will be added.</p>

PREVENTING AND RESPONDING TO SEXUAL AND GENDER-BASED VIOLENCE



Rahua*, 22, fled Eritrea in 2015 and suffered physical, psychological and sexual abuse at the hands of smugglers. UNHCR evacuated her and her friends to Niger, from where they are now being resettled to start new lives in Europe. (*Name changed for protection reasons.)

Sexual and gender-based violence (SGBV) poses a severe threat to the life, health, safety and human rights of people of concern that UNHCR is committed to protecting. Although women and girls in risk situations are mostly affected, increasing evidence of male survivors, both men and boys, highlights the need for programme expansion. A mainstream cross-sectoral approach is required to address the complexity and challenges posed by SGBV. In 2019, UNHCR will launch a new policy on SGBV prevention, mitigation and response and all staff across all sectors will undertake risk reduction measures in their work. Coordination and effective partnerships with government authorities, UN agencies, NGOs and communities will underpin the Office's SGBV work.

Mitigating risks and preventing sexual or gender-based violence

In line with its new Policy on Age, Gender and Diversity Accountability (see the chapter on *Safeguarding fundamental rights*), UNHCR also has a new strategy to prevent SGBV, which emphasises how critical risk reduction and mitigation measures are to humanitarian programmes. All sectors have a responsibility to reduce the risk of SGBV. This policy will build on the 2011-2016 SGBV strategy to address some of the most persistent gaps and challenges in humanitarian work. Challenges that may place women and girls at risk of SGBV exposure include, but are not limited to, the lack of adequate communal latrines or bathing facilities and the need for safe access to energy. Interventions to mitigate such risks will

One example of joint efforts is the Call to Action on Protection from Gender-based Violence in Emergencies. UNHCR was one of the several agencies to commit to implementing the initiative's five-year road map.



include the installation of communal lighting, the promotion of alternative energy options that avoid exposure to SGBV during firewood collection, such as briquettes and liquefied petroleum, and the promotion of artisanal skills programmes.

In line with the IASC "Guidelines for integrating gender-based violence interventions in humanitarian actions", UNHCR will continue to develop its capacity to integrate risk mitigation across work sectors. This will involve implementing measures, such as regular safety audits, which identify SGBV risks in all operations. Mainstreaming risk mitigation measures will be expected to happen in all interventions in an accountable way. UNHCR has been at the forefront of the fight to eradicate the risk of SGBV among staff for years. This translated into clear action to tackle sexual exploitation, sexual harassment and abuse with effective investigations, sanctions and clear procedures that led to greater confidence in existing mechanisms and more survivors coming forward.

In 2019, UNHCR will continue to identify and replicate best practices, such as engaging men in accountable practice to prevent, mitigate and respond to SGBV.

Responding to sexual and gender-based violence

SGBV encompasses threats of violence and coercion. It can be physical, emotional, psychological or sexual in nature, and it can take the form of a denial of resources or access to services. It inflicts harm on women, girls, men and boys. UNHCR will sustain and strengthen investment in services that underpin SGBV response programmes, including health, psychological and social support, safety and security, and access to justice for survivors. In line with the Comprehensive Refugee Response Framework (CRRF), specific efforts will continue to promote appropriate and accessible services for all SGBV survivors, including men and boys, particularly for those at risk at the onset of an emergency.



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Mbera camp, Mauritania. Fatimata writes and draws in her school notebooks inside her parents' tent. Behind her, piled up, are the mattresses and blankets that would have served as her dowry.



Malian refugee refuses forced marriage in favour of school

Fatimata had a narrow escape after resisting an arranged marriage. Her case reflects a wider problem among Malian refugees in Mauritania. The presence of a reliable system of child referral and protection in Mbera camp proved crucial to breaking Fatimata's forced marriage so that she could go back to school. Documentation is also an essential child protection tool that allows to intervene in cases of forced early marriages.

"Now that the marriage is off I'm not afraid anymore," said 12-year-old Fatimata.

Mauritania has recently started delivering birth certificates to all Malian refugees born in the camp. Proof of age plays a crucial role in child protection by allowing authorities to identify cases of forced early marriages and other forms of abuse before gathering evidence against the perpetrators.

Having experts on the ground at the right time is key to response programming. As part of UNHCR’s Safe from the Start scheme, by mid-2018 it had deployed expert support in 22 countries for 197 months. This improved access to services for survivors and helped mainstream measures to reduce the risks of SGBV across multiple sectors. To improve programming and facilitate reporting, UNHCR will continue to provide dedicated technical support and deploy senior protection officers in SGBV response, in addition to strengthening SGBV case and information management. The Office will also draw on the technical schemes of other partner organisations, such as the Swedish Civil Contingencies Agency and Swedish Disaster Authority, the Norwegian Refugee Council, and the International Rescue Committee’s

surge team to enable specialist staff to be deployed to UNHCR field operations in support of programming that addresses SGBV.

UNHCR will continue to work closely with communities and staff to identify people at risk of SGBV, raise awareness, provide relevant information, and ensure there are links to existing services. It will do this through outreach programmes, advocacy, training and educational initiatives. By establishing a protective network and encouraging continuous dialogue, UNHCR and partners promote behavioural change. They also inspire community-based structures and national institutions to lead prevention and response programmes and initiatives so that all actors can actively contribute within their respective capacities.

ANTICIPATED AREAS OF INTERVENTION IN 2019

KEY ACHIEVEMENTS TARGETED IN 2019

SECURITY FROM VIOLENCE AND EXPLOITATION

RISK OF SGBV IS REDUCED AND QUALITY OF RESPONSE IMPROVED. IN 2019, UNHCR WILL:	
Ensure SGBV programming in emergencies	Deploy senior protection officers to support 10 country operations to strengthen SGBV prevention, mitigation and response.
Provide guidance to develop and implement SGBV strategies	Support the roll out and implementation of the UNHCR SGBV policy to country operations.
Increase efficient case and data management	Provide technical support to 10 country operations to strengthen the implementation of efficient and ethical case management and information management for SGBV.
Develop capacity in SGBV prevention and response	<p>Promote 100% compliance of staff enrolment and completion of SGBV e-learning.</p> <p>Organize training of trainers of UNHCR staff, including a targeted group of national staff, focused on building capacity to address SGBV prevention and response across the organisation.</p> <p>Support 2 regional roll outs on mainstreaming measures to mitigate SGBV across sectors, based on the IASC “Guidelines for integrating gender-based violence interventions in humanitarian actions”.</p> <p>Support 8 operations with innovative multi-sectoral pilot projects that mitigate and respond to SGBV.</p>

MEETING THE BASIC NEEDS OF PEOPLE OF CONCERN



Samuda, 35, from Buthidaung, Myanmar and her daughter are among the more than 11,000 households in Kutupalong camp receiving a one-off cash grant of around \$30 to cover their basic needs.

Scaling up cash-based interventions

Most refugees live in environments where they have the same access to markets and services as local communities. Providing them with cash enables them to fulfil their needs in a dignified manner and contributes to the local economy.

UNHCR uses cash-based interventions (CBIs) to support refugees in fulfilling their basic needs, such as access to food, water, education, healthcare and shelter. CBIs make the displaced less likely to resort to

harmful coping strategies, such as survival sex, child labour, family separation and forced marriage. They also directly benefit the local economy and can contribute to peaceful coexistence with host communities. CBIs are designed to mitigate and respond to numerous protection risks while contributing to local economies and host communities. UNHCR’s approach builds on integrated services, cash and in-kind contributions to fulfil both sectoral and protection outcomes.

Since the launch of the “Strategy for the institutionalization of cash-based interventions in UNHCR (2016-2020)”, more than **\$1.4 billion** has been distributed to more than **8 million** people of concern.

CASH-BASED ASSISTANCE

UNHCR uses **cash-based interventions** to protect and assist the most vulnerable people of concern.

UNHCR in 2018

8 million people assisted with cash since 2016

100 countries worldwide with UNHCR cash assistance programmes

\$1.4 billion cash distributed since 2016



UNHCR in 2019

700 staff and partners will be trained in cash assistance

Increase the use of interoperable systems

Agreements with financial service providers established in 15 countries

In 2019, UNHCR will strive to continue providing CBIs whenever appropriate, ensuring people are able to meet their basic needs with choice and flexibility. Improving the quality of CBI programmes by adopting a holistic basic needs and protection approach remains at the forefront of UNHCR priorities. It will carry out feasibility assessments and post-distribution monitoring in key operations where cash assistance is provided, using the information gleaned to ensure future programmes meet the needs of the most vulnerable.

For example, in 2018 UNHCR implemented a pilot cash assistance project to assist 9,015 families in Bangladesh, in coordination with the government, BRAC NGO and the Bangladesh Red Crescent Society. Households received a one-off payment of around \$30 to cover basic household needs. A post-delivery monitoring survey showed that the cash provided was used to address urgent needs such as food, health, clothing, debt repayment and fuel. Local tradesmen also welcomed this programme as a boost to the local market.

© UNHCR/Sheikh Abuamr



Displaced Yemeni, Fatima Mohammed, receives a UNHCR cash subsidy at Al Amal Bank in the capital, Sana'a.

Bridge the gap

The global campaign to raise funds for UNHCR's cash-based interventions

Drawing on the lessons learnt from the *Nobody Left Outside* campaign, UNHCR will launch a new thematic campaign in 2019 to mobilize private sector funds for its CBIs. The aim is to make a significant financial contribution to UNHCR's cash-based programming in several countries and provide thousands of vulnerable refugee families with a financial safety net.

This new global campaign has been designed to target the full spectrum of private sector donors, from individuals to leadership donors. It is made up of three distinct fundraising products, including an innovation project, which aims to establish a reliable and predictable funding stream from individual donors to vulnerable Syrian refugee families in Jordan who are eligible for monthly cash assistance. UNHCR is also exploring opportunities to collaborate with government donors.



Delivering cash in partnership

UNHCR works with WFP to mitigate the risks of abuse by private sector service providers when delivering cash assistance. This joint project was developed in light of vulnerable populations' increasing reliance on cash as a transfer modality, which exposes them to a greater risk of abuse of power by financial service providers' agents, traders and others.

The project promotes appropriate behaviour by agents, traders and service providers through sanctions and greater capacity, reinforces consumers' rights in contracts, and builds beneficiaries' financial literacy. The project will be implemented with partners from public and private alliances, UN agencies, the private sector, academia and NGOs. It will be rolled out in 20 countries by the end of 2019.

In Cameroon, UNHCR and WFP have adopted a unified approach to address the unmet needs of refugees, providing them with access to available national services. In a complementary partnership with WFP, UNHCR launched a transitional social safety net to provide cash assistance to economically-vulnerable refugee households that do not receive WFP food assistance. The system mirrors the national social safety net and has the capacity to scale-up and increase coverage if more funding is needed.

ANTICIPATED AREAS OF INTERVENTION IN 2019

KEY ACHIEVEMENTS TARGETED IN 2019

BASIC NEEDS AND ESSENTIAL SERVICES

CASH-BASED INTERVENTIONS. IN 2019, UNHCR WILL:

Enable UNHCR operations to implement CBIs effectively

- Support an additional 12 country operations with dedicated staff.
- Train another 700 staff and partners on cash assistance.
- Conduct 4 comprehensive learning programmes.
- Facilitate multi-functional team technical training sessions in 15 country operations.

Ensure appropriate skills, processes, systems and tools are in place to clearly define duties and efficiently deliver CBIs

- Enable an additional 15 countries to establish agreements with financial service providers.
- Market assessments and/or post-distribution monitoring in 30 operations.

Strengthen partnerships and collaborative approaches to CBIs

- Roll out UNHCR's cash management system in operations implementing CBIs.
- Increase the use of common cash facilities and interoperable systems, in collaboration with partners.

Shelter and settlement



Kalobeyei, Kenya, is temporary home to more than 26,000 mostly South Sudanese refugees, and is being developed as an integrated settlement for the refugees and their host communities.

In 2019, ensuring people of concern have adequate emergency, transitional and durable shelter solutions is an organisational priority. Shelter is critical to the survival of people of concern after displacement. In addition to providing security and protection from the elements, it provides displaced people with a sense of home, which is essential to both family unity and community life. Every year, UNHCR responds to the needs of around 4.9 million forcibly displaced people living in more than 420 planned settlements. It provides them with about 2 million pieces of plastic sheeting, between 70,000 and 100,000 tents, 15,000 pre-fabricated refugee housing units, and a range of local shelter solutions. Innovation and best practices will drive the development and improvement of shelter options for people of concern. Notably, a new self-standing family tent and a kit to help people prepare for winter will be available to support emergency responses in the field.

UNHCR's Policy on Alternative to Camps promotes the pursuit of alternatives to camp creation whenever possible. However, formal camps and camp-like settlements are a global reality. Many humanitarian settlements develop gradually from emergency camps into more sustainable settlements. In 2019, UNHCR will reinforce efforts to re-think planning to ensure that the design of humanitarian settlements—camps and camp-like settlements—supports the achievement of long-term, area-based development priorities, in line with national development plans and policies. UNHCR will build on lessons learnt from settlement planning initiatives in Africa and Asia (such as Kenya, Nepal and Uganda) in support of the spatial design and development of forward-thinking humanitarian settlements, which promote both local development and the integration of people of concern.

In 2019, **75,000** people of concern will receive Refugee Housing Units and **20** countries more will transit towards more durable settlements.

11.5 million refugees living in urban areas are exposed to poverty.

With more people of concern living outside camps, in 2019 UNHCR will focus on the needs of an estimated 11.5 million urban refugees, focusing on out-of-camp and urban shelter responses. People of concern living in urban areas are typically dispersed across large areas and therefore more difficult to reach, while urban poverty often results in substandard shelter conditions for displaced and host populations alike. UNHCR will strengthen partnerships, tools and response modalities in urban settings through:

- Broad and cross-cutting partnerships that combine significant technical expertise and investment for robust and predictable urban responses. UNHCR's successful collaborations with UN-Habitat, which integrate development planning

approaches in Bangladesh and Kenya, will be further developed.

- Area-based, multi-sectoral response strategies, which work within and strengthen existing systems to improve the living conditions of displaced and host communities alike.
- Appropriate use of CBIs for urban housing, building on best-practices from responses to situations in Europe and the Bolivarian Republic of Venezuela. This will foster the social inclusion of people of concern into existing rental market systems.

UNHCR will also continue to work closely with partners to address challenges in the achievement of durable housing solutions, with specific attention to housing, land and property considerations.

ANTICIPATED AREAS OF INTERVENTION IN 2019

KEY ACHIEVEMENTS TARGETED IN 2019

BASIC NEEDS AND ESSENTIAL SERVICES

SHELTER AND SETTLEMENT. IN 2019, UNHCR WILL:	
Reinforce appropriate, protection-sensitive, shelter responses	75,000 people of concern will receive refugee housing units to improve shelter conditions for vulnerable families.
Design and implement phased response strategies	15 operations will be assisted in designing and implementing phased response strategies to respond to the emergency, transitional, and durable shelter needs of people of concern.
Strengthen shelter responses in situations of urban displacement	5 operations will develop specific urban shelter response strategies.
Use cash-based interventions to strengthen shelter responses	5 operations will scale up the use of cash-based interventions in support of shelter responses.
Ensure the spatial design of humanitarian settlements supports local development and integration in line with CRRF implementation and UNHCR's Policy on Alternative to Camps	10 operations will develop spatial designs for humanitarian settlements which promote both local development and the integration of people of concern.

Public health



A Rohingya refugee mother and her new-born daughter at UNHCR's Comprehensive Women's Center in Kutapalong camp, Cox's Bazar, Bangladesh. This center serves critical health and protection needs.

Emergency interventions remain a strong pillar of UNHCR's public health response. Establishing a robust technical response capacity coupled with efficient coordination mechanisms and supporting tools will remain vital in addressing the immediate needs of people in crisis settings. While developing a new global public health strategy (replacing that for 2014-2018), UNHCR will work in close collaboration with ministries of health to ensure all refugees can access integrated quality public health services, including in reproductive health, HIV, food security, nutrition and WASH.

UNHCR is expanding its partnerships, for example with ILO, to accelerate the inclusion of refugees in national health systems and health financing mechanisms, including urban and other out-of-camp refugees. In line with Sustainable Development Goal 3, which aims to

ensure health for all, UNHCR will carry out assessments to help operations engage with governments to develop multi-year integration plans that look at sustainable ways to include refugees.

Non-communicable diseases are still not sufficiently addressed in humanitarian settings. In collaboration with inter-agency partners, UNHCR is developing and rolling out tools to support improvement in the clinical management of such diseases, including essential drugs and equipment lists, clinical protocols, advice on screening and recall systems to improve related services in humanitarian settings.

After intensive development and testing, UNHCR launched a new and innovative integrated refugee health information system (known as iRHIS) in 2018, allowing for the collection and analysis of real-time information from health services in refugee

settings, and allowing country operations to report online faster and more accurately. In 2019, UNHCR will be ensuring quality monitoring and surveillance, improving interoperability and data sharing with national health information systems, and enhancing iRHIS integration within the UNHCR results-based framework.

UNHCR will increase support to field operations to ensure better and sustained quality health services. For this, UNHCR will use a range of tools, such as the newly-updated balanced scorecard. In line with the global compact on refugees and universal health care principles, UNHCR will continue to work with partners such as the Global Fund, the Vaccine Alliance (Gavi) and WHO, among others, to enhance financial, technical and material support to governments towards the inclusion of refugees in national health systems and services.

The integration of mental health and psychological and social support in healthcare systems remains important to UNHCR. It continues to support partners with tools and capacity-building to integrate mental health care into general health care and introduce scalable psychological interventions.

Reproductive health and HIV

Reproductive health services are an integral part of public health programmes. In 2019, UNHCR will continue to strengthen coordination and collaboration with partners to expand and improve access to quality maternal care, including comprehensive emergency obstetric care and neonatal care with high impact, low-cost interventions. The Office will launch new tools in maternal health, family planning, and adolescent reproductive health to provide effective and

timely capacity-building opportunities for UNHCR and partner staff.

For example, an adolescent reproductive health toolkit will strengthen community-based programmes on sexual and reproductive health for young people. It will help raise awareness about issues such as early pregnancy, sexually transmitted infections, HIV and family planning, and also help to overcome patients' stigmatization.

In coordination with other agencies such as UNFPA, UNHCR will build capacity and support partners with additional resources where required. Wherever possible, the Office will increase efforts to ensure refugee girls are included in national human papilloma virus vaccination programmes as well as the inclusion of refugee women in national fistula and cervical cancer screening and treatment programmes. Furthermore, it will reinforce its work with UNFPA to improve country-level support to the health and protection needs of sex workers in humanitarian emergencies.

UNHCR and WFP will continue to co-lead the Inter-Agency Task Team on HIV response in humanitarian situations. UNHCR will maintain key alliances, including with the Global Fund to Fight AIDS, Tuberculosis and Malaria, the U.S. President's Emergency Plan for AIDS Relief, and UNAIDS. These alliances will help ensure refugees, including those in isolated or insecure areas, can access tuberculosis and malaria diagnoses and treatment, HIV testing and antiretroviral treatment, working to achieve the UNAIDS 90-90-90 targets. UNHCR will also continue to speak out against mandatory HIV testing in countries where it is a precondition for refugees' entry or asylum.



Rohingya health workers are lifeline for other refugees



Bangladesh. A community health worker visits a pregnant woman, making sure she is receiving prenatal care and checking on the health of her children, who have all received care at the nearby UNHCR health facility.



UNHCR is supporting 290 community health volunteers in Bangladesh's Rohingya camps. Much work has been done to engage them in emergency preparedness and response, including training on their role as first responders in the event of heavy rains, landslides, flooding and cyclones. With UNHCR's support, the Bangladesh Red Crescent Society also conducted first aid and mass casualty response training to 2,024 community level workers across all camps in the first half of 2018.

During the 2018 monsoon season, UNHCR's community health workers assisted, referred and accompanied injured people from their communities to health facilities. They reported major incidents to site managers and deaths through ongoing mortality surveillance, and they helped affected families to get proper assistance by connecting them to field and protection teams.

Food security and nutrition

Many refugee situations continue to face significant food security and nutrition challenges. In 2017, a survey of 98 refugee sites in Bangladesh, Burkina Faso, Burundi, Chad, Djibouti, Eritrea, Ethiopia, Kenya, Mauritania, Rwanda, South Sudan, Sudan, Uganda, the United Republic of Tanzania and Zambia revealed unacceptable levels of global acute malnutrition in 37% of them. Nevertheless, this was a 9% improvement from 2016. Stunting among children under the age of five met the standard in only 24% of surveyed sites, though improvements in 19% of them were significant. Overall, the survey revealed a poor public health situation with more

than half of the sites showing critical levels of child anaemia, though 17% of them showed improvement. Further surveys covering more than 60 refugee sites have been carried out in 2018.

In the spirit of the principles contained in the road map on "State of food security and nutrition in the world 2018", UNHCR will continue to work with partners to address all forms of malnutrition through enhanced prevention, detection and treatment. This will be accompanied by support for infant and young child feeding practices and a multi-sector approach to malnutrition prevention and response. UNHCR will also explore innovative, non-invasive methods to identify and detect anaemia.

Refugee food security is still of great concern in many contexts where food cuts affect basic assistance. Countries that are particularly exposed to drought in the East and Horn of Africa, as well as the Sahel, are the most affected. In line with the “Joint principles for targeting assistance to meet food and other basic needs to persons of concern”, UNHCR and WFP continue to work in different countries to ensure assistance is provided to those who need it the most while continuing to advocate collectively to fill assistance gaps.

Guided by several joint global agreements, including on cash collaboration (May 2017), targeting (January 2018), self-reliance (September 2016) and, most recently, data sharing (September 2018), UNHCR and WFP are expanding their collaboration at all levels.

One outcome of this is the commitment to work towards greater interoperability of systems, ensuring donors’ funds are spent efficiently and effectively.

Water, sanitation and hygiene



After school, 15 year-old Rihanna Siraj fetches water to take back to the house she shares with her sisters in Kakuma, Kenya. Her elder sister Fauzia works so that Rihanna doesn't have to and instead is free to attend the local UNHCR-funded primary school.

In line with the CRRF, UNHCR will support the design of sustainable water and sanitation networks from the onset of emergencies. This will help ensure a smooth transition from emergency to longer-term WASH services. In 2018, the Office reduced the cost of supplying water by using improved solar water pumping systems in Bangladesh, Kenya, Mauritania, Sudan and the United Republic of Tanzania. Building on these initiatives, in 2019 UNHCR will adopt cost-efficient, environmentally-sustainable technology solutions and encourage the integration of refugee service provision within national development plans. It will continue to

uphold the technical integrity of WASH responses, produce guidance on how refugee WASH services can be included in national systems, and develop an optimized water truck monitoring system to boost the accountability of services and drinking-water quality. Providing sanitary materials to all women and girls of concern is considered standard practice and will continue in 2019 while considering all dimensions of menstrual hygiene management to ensure dignity and health. In 2019, UNHCR will also build capacities to increase the implementation of hygiene promotion guidelines in all WASH operations.

ANTICIPATED AREAS OF INTERVENTION IN 2019

KEY ACHIEVEMENTS TARGETED IN 2019

BASIC NEEDS AND ESSENTIAL SERVICES

STRENGTHEN RESPONSE AND DELIVERY OF PUBLIC HEALTH, REPRODUCTIVE HEALTH, NUTRITION AND WASH. IN 2019, UNHCR WILL:

Continue investing in public health, nutrition and WASH-related data to drive needs-based responses and evidence-based decision-making

Provide technical support to at least 22 health information systems reporting countries to ensure they are using the integrated system to guide health programming and detect and respond to outbreaks.

Implement and roll out the revised standardised expanded nutrition survey tools.

Collect WASH access data for all 8.8 million refugees receiving direct WASH support from UNHCR.

Ensure the technical integrity and quality of public health, nutrition and WASH programmes with specific support for greater inclusion into national systems

Develop multi-year country-specific integration plans through technical expert missions to 4 or 5 countries.

Continue investing in timely and effective primary health care assessment, response and coordination in refugee emergencies

Offer technical support for the roll-out of the newly-developed public health emergency assessment and coordination tools to 100% of new refugee emergencies in 2019.

People of concern with non-communicable diseases (NCDs) including mental health conditions are better identified, managed and protected. This results in reduced premature morbidity and mortality and fewer protection risks

By the end of 2019, support the introduction of protocols and tools for the integrated management of priority NCDs in 4 to 6 additional country operations.