

Annual Results Report 2022 Dem Rep of the Congo

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Section 1: Context and Overview

1.1 Changes to the Operational Context

The Democratic Republic of Congo (DRC) hosts more than 500,000 refugees and asylum-seekers, mainly from Burundi, the Central African Republic (CAR), Rwanda, and South Sudan. The majority (75 per cent) live outside camps and sites, while 2 per cent live in urban areas. The insecurity and widespread violence against civilians make the DRC the largest internal displacement situation in Africa with an estimated 5.8 million internally displaced persons (IDPs), who in most cases cannot return to their villages of origin due to insecurity, destruction to their property and a lack of services (such as education, health, water, and transport). The humanitarian situation in the DRC is highly complex because of limited-service provision, multiple armed conflicts resulting in forced displacement and serious human rights violations and a weak economic and infrastructural base. The country has as many as 132 armed groups mainly operating in the east contributing to recurrent emergencies (two per year) and forced displacement. The country also faces socioeconomic challenges with many Congolese (64 per cent or 60 million) living under the poverty line (US\$ 2.15/day).

The DRC has been severely affected by the effects of the war between Russia and Ukraine war, which has resulted in a slowdown in the global economy, a shift in focus by many countries towards the Ukrainian situation and away from displacement situations in countries such as the DRC, and a rise in prices of energy and agricultural products. This has caused immense suffering for displaced persons.

The security situation in the East of the country, where a state of siege has been renewed over 45 times since May 2021 in the eastern provinces of North Kivu and Ituri has also presented challenges related to humanitarian access to the people we serve, supply chain challenges, and safety of humanitarian workers. There are over 130 armed groups in the Eastern DRC and armed conflicts raging in Ituri and North Kivu which has affected the ability of the Government of the DRC to fully protect both citizens and displaced persons. Within this context, MONUSCO whose mission was to protect civilians is being seen by the local population has having failed after more than two decades in the DRC. There is therefore growing public discontent, and the government is in the process of reviewing the transition plan triggering the definitive withdrawal of the peacekeepers, which currently scheduled for 2024 (MONUSCO has already withdrawn from Province of Tanganyika, Uvira in the South Kivu, and Butembo in North Kivu where demonstration have turned into the looting of UN installations and in casualties for both civilians and peacekeepers). This anti-MONUSCO sentiment has undermined humanitarian response, including for the UNHCR -presence in North Kivu, leading to the grounding of the UNHCR fleet of vehicles for fear of being targeted. UNHCR has also adopted a dual response mechanism of staying to deliver as well as teleworking/telecommuting to manage the critical security situation. In addition, as per SMT decision, UN agencies have been asked to reduce their footprint; and as a result, all non-essential staff are telecommuting/teleworking, thus posing challenges for the emergency response related to the recent M-23 crisis in the Eastern DRC. Although the country is slowly stabilizing, decades of war have severely frayed its political social and economic fabric. The Government through its National Strategic Development Plan (NSDP, 2019 -2023 with a new one being developed for 2024 - 2028), is committed to overcoming poverty, and achieving middle income status by 2045, by building a diversified economy. The Government's longterm vision and objectives are aligned to the Strategic Development Goals (SDGs) and Agenda 2030. This provides UNHCR and other UN agencies with a unique opportunity to align their overarching plans with those of the Government and to ensure that displaced person achieve some modicum of socio-economic inclusion.

1.2. Progress Against the Desired Impact

1. Impact Area: Attaining Favorable Protection Environments

Refugees and Asylum - Seekers, IDPs, Returnees, Stateless Persons, and Host Communities live in peace and security, and enjoy their rights without discrimination

Indicators	Population Type	Baseline (2022)	Actual (2022)
1.1 Proportion of individuals seeking international protection who are able to access asylum procedures.	Refugees and Asylum- seekers	100.00%	99.95%
1.2 Proportion of PoC who are able to move freely within the country of habitual residence. [GCR 2.1.2]	Refugees and Asylum- seekers	100.00%	100.00%

The protection environment has improved thanks to the intervention of a multiplicity of actors including the Government, donors, development actors and UNHCR implementing and operational partners. Indeed in 2022, the DRC acceded to the 2009 Convention for the Protection and Assistance of Internally Displaced Persons in Africa (hereby 2009 Kampala Convention). The logical next step will be the domestication of the convention, and this is expected to be achieved through the enactment of a domestic law. The Kampala Convention is yet another of several IDP treaties to which DRC is a party, including the International Conference of the Great Lakes Region. The DRC also signed the protocol on internal displacement in 2006, and subsequently became legally bound by it in 2008. In 2017, the Government of the DRC adopted a comprehensive National Social Protection Policy to provide social protection to vulnerable nationals. This Policy also covers eligible members from IDPs communities. This means that IDPs' protection is specifically spelled out in the law and that they are fully taken into consideration in the country plans.

The DRC has an open-door policy to the asylum of forcefully displaced people. The Government of the DRC has been supportive of the idea of setting up new emergency camps for IDPs and refugees following the resurgence of the war against the March 23 Movement rebel group (M23), which has triggered massive internal displacement and secondary movement of people affected.

Free and fair access to the national refugee status determination (RSD) system and access to identity documents has been achieved through widespread capacity-building for government institutions such as the Refugee Status Eligibility Commission. DRC has one of the most generous asylum systems in the region with asylum seekers from the sub region generally recognized by the Government based on a simplified RSD procedure, which makes it easy for them to enjoy international protection.

However, the resurgence of hostilities between the National Army (FARDC) and the M23 non-state armed group has impeded the humanitarian response in North Kivu, while in South Kivu, Maniema, Tanganyika, and the Kasai region, community conflicts often characterized by attacks on civilians have been a hinderance to the humanitarian response action.

2. Impact Area: Realizing Rights in Safe Environments

Refugees and Asylum - Seekers, IDPs, Returnees, Stateless Persons and Host Communities have effective and equitable access to goods, services, and income, to enable them to lead a dignified life.

Indicators	Population Type	Baseline (2022)	Actual (2022)
2.2 Proportion of PoCs residing in physically safe and secure settlements with access to basic facilities	Refugees and Asylum- seekers	21.54%	24.87%
2.3 Proportion of PoC with access to health services	Refugees and Asylum- seekers	100.00%	99.05%

UNHCR has been at the forefront of developing strategic relationships with the Government, the donor community, development actors, and the private sector, to ensure the socioeconomic inclusion of all displaced persons. UNHCR is also steadily developing partnerships through the humanitarian-development-peace nexus approach. These partnerships have resulted in the provision of basic assistance and essential services (Shelter/Non-Food Items, education, water, sanitation and hygiene (WASH), and health). The response in the livelihoods and self-reliance sector has also been strengthened through work with the Food and Agricultural Organisation (FAO) and World Food Programme (WFP) both of which have a comparative advantage over UNHCR in livelihoods and self-reliance. Refugees in particular, have benefitted a great deal from the joint work among UNHCR FAO and WFP.

Government support for access to education for refugees has resulted in an increase in refugee enrolment at both the primary and secondary school level, although it remains below the national average. This improvement is the result of the active participation of key stakeholders including refugees, UNHCR implementing and operational partners, the donor community and key education development actors through their large scale investment into the education sector such as through the World Bank' s recentlyclosed Education Quality Improvement (EQUIP or PAQUES) in French and Projet d'Education Pour la Qualite et la Pertinence des enseignements aux niveaux Secondaire et Universitaire (PEQPESU) projects and current Projet pour l'Equite et le renfrocement du systeme educative (PERSE) totalling \$US 800 million dollars project, the Ministry of Education at both national and local levels, USAID, Foreign Commonwealth Development Office (FCDO), the European Union (EU) as well as the United Nations Children's Fund (UNICEF) and the United Nations Educational, Scientific and Cultural Organisation (UNESCO). Their joint systemic, technical, and financial support to the Ministry is key to the overall improvement of the education system whether for policy and research, such as the most recent Sector Analysis, as well the core funding for the Ministry of Education that comes from the Global Partnership for Education and others for emergencies, such as Education Cannot Wait.

3. Impact Area: Empowering Communities and Achieving Gender Equality

Refugees and Asylum - Seekers, IDPs, Returnees, Stateless Persons and Host Communities play an active role in their own protection.

Indicators	Population Type	Baseline (2022)	Actual (2022)
3.2a Proportion of PoC enrolled in primary education	Refugees and Asylum- seekers	33.25%	50.99%
3.2b Proportion of PoC enrolled in secondary education	Refugees and Asylum- seekers	7.38%	30.55%
3.3 Proportion of PoC feeling safe walking alone in their neighborhood (related SDG 16.1.4).	Refugees and Asylum- seekers	50.05%	74.37%

Community mobilization has been challenging given the repeated cycles of displacement, resource scarcity,

and incidents of human rights violations (including Gender based Violence – GBV). UNHCR and partners (implementing, operational and strategic partners), continue to promote community self-management through a participatory decision-making approach that yields community-based prioritization and fosters peaceful coexistence. Indeed, WFP and FAO work together with UNHCR in support of livelihoods and self-reliance projects, which empower forcibly displaced people (refugees and internally displaced persons) and other affected populations (such as host communities) and gives them agency in decisions that affect their lives.

Moreover, the turn to an alternative-to-camps policy tailored to the DRC was centred around the empowerment of the people we serve and other affected populations and supporting their access to WASH, Health and Education services. The policy promotes livelihoods and economic inclusion of forcibly displaced persons and their hosts to increase their self-reliance. Indeed, over the past year, UNHCR has invested in support to existing services as part of provincial development plans in the three sectors particularly in the North Ubangi, South Ubangi, Bas Uele, North Kivu and Ituri provinces. The UNHCR operation in the DRC has made strides in increasing livelihoods support in line with its solutions strategy (livelihoods and self-reliance are the cornerstone of the alternative-to-camps strategy), but the significant resource limitation means the operation's flagship strategy cannot be supported. This is compounded by the fact that national systems and services into which UNHCR is working to promote the inclusion of the people we serve are themselves already underfunded and fragile.

UNHCR and partners are helping to build community structures to support community awareness and dialogue, enhance community participation and ultimately further develop community self-management structures.

4. Impact Area: Securing Solutions

Refugees and Asylum - Seekers, IDPs, Returnees, and Stateless Persons have progressive access to durable solutions

Indicators	Population Type	Baseline (2022)	Actual (2022)
4.1 Number of refugees who voluntarily return in safety and dignity to their country of origin. [RF/GCR 4.2.1]	Refugees and Asylum- seekers	14,237	9,278
4.2a Number of PoC who departed on resettlement. [GCR 3.1.1]	Refugees and Asylum- seekers	9	2
4.2b Number of PoC who departed through complementary pathways	Refugees and Asylum- seekers	4	3
4.3b Number of refugees for whom residency status is granted or confirmed.	Refugees and Asylum- seekers	0	0

While resettlement, repatriation and integration remain the core durable solutions, UNHCR is developing other pathways to solutions (such as livelihoods and self-reliance) for the people we serve.

Although the UNHCR operation in the DRC had planned to repatriate up to 36,900 refugees in 2022, the operation was only able to repatriate 9,278. Additionally, the return of some 23,000 Congolese living in neighbouring countries (particularly Angola and Zambia) had been planned but only 11,336 were received.

Regarding resettlement, opportunities remain very limited in relation to the number of eligible refugees. Additionally, due to delays in processing by resettlement countries and the impact of COVID-19 restrictions, only two people were resettled (after an eight-year long process) while three other people left the country through complementary pathways. Handling procedures for resettlement cases remains a challenge, causing slowness in the processing.

In conjunction with other key stakeholders (including local authorities and communities), the UNHCR operation in the DRC has fully integrated emergency preparedness and emergency response issues in its

strategic and operational priorities. Indeed, in line with strengthening local, provincial, and national capacities in preparing for and responding to multiple humanitarian crises, UNHCR engaged stakeholders in a training for preparedness and response personnel (with the assistance of the Division of Emergency Security and Supply (DESS) and the Regional Bureau for Southern Africa (RBSA) and established a national roster comprising of more than 100 personnel from UNHCR, local authorities and implementing partners. The roster is, however, yet to be activated due to a lack of resources.

1.3 Challenges to Achieving Impacts

The DRC is a vast country of nearly 2.4 million square kilometers. It is bordered by nine different countries. Responses to all situations require significant logistical investment which impacts the ability of UNHCR and other humanitarian actors to implement the humanitarian response plan and to access the people we serve.

New emergencies occur every five months in the DRC, and governance in the country is increasingly difficult due to the challenging socio-political environment. Most infrastructure in the country is insufficient or fragile and service provision is inadequate. These factors render operations throughout the territory challenging for the Government, development and humanitarian actors.

The move towards the nexus approach where humanitarian, development and peace actors come together to work towards achieving the sustainable development goals (SDGs) is made very difficult by the lack of presence by some actors in certain locations, especially those where refugees are. This has made the role of UNHCR as a provider of last resort ever more important in both serving forcibly displaced persons and returnees as well as attracting other actors (both humanitarian and development/long terms actors). This is made more difficult given the lack comparative advantages in few sectors.

Although the DRC has flexible and protection-friendly laws regulating the response to refugees and IDPs, the implementation of this legislation requires capacity-building efforts with authorities and significant resource allocation to support such efforts.

The security situation in the East of the country, has also presented challenges related to humanitarian access to the people we serve, supply chain challenges, and safety of humanitarian workers. This coupled with the withdrawal of MONUSCO from Tanganyika, Uvira (South Kivu), and Butembo (North Kivu) make it hard of humanitarian workers to work. Moreover, an increasing wave of anti-MONUSCO sentiment threatens to undermine the security of humanitarian workers and to derail the humanitarian response as evidenced by the grounding of the UNHCR fleet of vehicles for fear of being targeted.

1.4 Collaboration and Partnerships

UNHCR is working with others to strengthen the multi-stakeholder and partnership approach, enhance synergies, maximize the complementarity of outcomes, and ensure that comparative advantages are recognized to sustain the efficient and cost-effective delivery of humanitarian responses to the needs of forcibly displaced and stateless people as well as host communities. As part of the implementation of the multi-year multi-partner plan (2022-2026), consultations with various partners (implementing partners, operational partners, UN sister agencies, donors, the Government of the DRC and the private sector) have yielded positive results in terms of funding, strategic support, awareness, and advocacy for the needs of the people we serve. They have also brought to the forefront the importance of collective action as highlighted in the GCR. In this regard, the inclusion of refugees into the existing national social and economic response systems/mechanism has taken a big step forward during the reporting period with the integration of the latter into the final draft of the National Strategic Development Plan (2023-2027). Now on, we do expect the Government of the DRC to plan for the basic needs of the people we serve, as well as for IDPs. The participation of the North Ubangi province in the 2022 Joint Education Sector Review with the explicit focus on the

inclusion of refugees in the national education system, was also another tangible step towards progressively ensuring that planning and budgeting processes capture the additional needs in certain geographical areas of the country, where the absorption capacity of the education system is stretched.

In 2022, UNHCR had 52 Project Partnership Agreements (PPAs) with two government agencies (Commission Nationale pour les Réfugiés, CNR and Comité Technique interinstitutional de Lutte contre l'Apatridie, CTLA), 10 international NGOs and 11 national NGOs. During the year, partnership with government institutions was broadened to include the Ministries of Interior, Foreign Affairs, Justice, Humanitarian Actions, Finance, Planning, Health, and Education, among others. These partnerships have yielded significant results including the Government's active engagement in the Global Refugee Forum (GRF) pledge implementation: accession to the 2009 Kampala Convention, the adoption of a bill to establish a Digital Code including the refugees in the data protection chapter, strategic collaboration with the development actors in the return areas. The Ministry of Interior expressed its interest to work with UNHCR in developing a National Refugee Policy following the drafting of the National Strategic Development Plan's refugee chapter. This collaboration also resulted in inclusion of refugees in the national statistical systems (by the National Institute of Statistics, INS).

UNHCR and partners such as United Nations Development Programme (UNDP) also continue to work with authorities at the provincial and local levels in North Kivu, South Kivu, Greater Kasai, Tanganyika and Ituri provinces, to update and develop, where necessary, an inclusive framework for displaced persons (including developing Local Development Plans – LDPs that encompass the needs of refugees and IDPs).

Partnerships with the United Nations Organisation Stabilisation Mission in the DR Congo (MONUSCO) and other UN agencies (Office for the coordination of Humanitarian Affairs – OCHA, World Food Programme – WFP, United Nations Children's Fund – UNICEF, International Labour Organisation – ILO, Food and Agriculture Organization – FAO, World Health Organisation – WHO, UNDP, United Nations Population Fund – UNFPA, International Organisation for Migration - IOM, UNESCO, UN Women, the United Nations Joint Human Rights Office – UNJHRO and the Joint United Nations Programme on HIV/AIDS UNAIDS), is growing and will ultimately ensure better coordination and synergy through joint strategies and projects for displaced and stateless people as well as host communities (thus far, five joint projects have been implemented with UNAIDS, UNFPA, FAO, UNJHRO, World Vision International (WVI), IOM and WFP across the country to enhance peaceful coexistence, livelihoods and self-reliance, food security and nutrition, and to increase awareness on HIV/AIDS). The UN Country Team and its humanitarian arm, the Humanitarian Country Team (HCT), are increasingly supporting the inclusion of forcibly displaced and stateless people in UN joint strategies and programs.

UNHCR and partners actively support the implementation of MONUSCO's transition strategy and the collective efforts towards sustainable peacebuilding and development in the Greater Kasai region and Tanganyika province in line with the nexus approach.

Within the context of the tri-cluster approach (Protection, Shelter and Camp Coordination and Camp Management (CCCM), UNHCR works with a multiplicity of partners to find solutions to the needs of internally displaced people, and to engage the HCT and the Senior Management Protection Group led by the Special Representative of the UN Secretary General to the DRC (SRSG) on strategic protection analysis, overall protection of civilians, protection mainstreaming, as well as harmonization of the alternative-to-camps approach on assessment, profiling, and activities for the populations we serve.

In addition, through the cluster system, UNHCR and partners are implementing environmentallyfriendly and sustainable solutions in coordination with the Environmental Working Group (EWG) established by the Shelter Cluster. Indeed, Shelter Cluster partners have been trained on the Nexus Environmental Assessment Tool (NEAT) and Shelter Methodology for the Assessment of Carbon (SMAC). Indeed, the shelter Environmental Impact Assessment and the country's ecological profile have already been implemented as pilot projects in Tanganyika and South Kivu provinces. These results and analyses will feed into the response in 2023.

UNHCR and partners are scaling up partnerships with development actors such as the World Bank on DRC Eastern Recovery Project, STEP 2 and 3for CAR and Burundian refugees and host communities, and the UNHCR-World Bank Joint Data Center on Forced Displacement through the implementation of the socioeconomic survey in return areas in the Greater Kasai provinces. UNHCR is also expanding its partnership with private sector actors such as Vodafone Foundation. As part of this scaling-up, UNHCR and the African Development Bank (AfDB) are exploring the implementation of a US\$ 1.4 million project that aims to promote private sector engagement and development in areas hosting CAR refugees and forcibly displaced persons in Kasai and Ituri provinces. in collaboration with several key partners (Ministry of Social Affairs, Ministry of Interior, Ministry of Entrepreneurship, Small and Medium Enterprises, and the FNPSS (National Fund for the Promotion of Social Services).

Section 2: Results

2.1. Outcomes and Achievements

1. Outcome Area: Access to Territory, Reg. and Documentation

By 2026, refugees, returnees, IDPs and people at risk of statelessness have valid identity documents

By 2026, refugees, returnees, IDPs and people at risk of statelessness have valid identity documents

Indicators	Population Type	Baseline (2022)	Target (2022)	Actual (2022)
1.1 Proportion of refugees and asylum seekers registered on an individual basis.	Refugees and Asylum-seekers	73.89%	100.00%	74.37%
1.2 Proportion of children under 5 years of age whose births have been registered with a civil authority. [SDG 16.9.1 - Tier 1]	Refugees and Asylum-seekers	40.00%	55.00%	64.77%
1.3 Proportion of PoC with legally recognized identity documents or credentials [GCR 4.2.2].	Refugees and Asylum-seekers	100.00%	100.00%	74.37%

Progress Against the Desired Outcome

In 2022, UNHCR, with the support of donors, invested in developing reliable data which is deemed essential to developing appropriate solutions to the challenges that affect the people we serve as well as other affected populations. As part of the implementation of the Global Compact on Refugees (GCR) and the 2030 Agenda for Sustainable Development, both of which underline the importance of accurate, objective, and coherent data, UNHCR intensifying his collaboration with the government on the biometric registration field. As a direct achievement of this collaboration, UNHCR and the Government of the DRC successfully registered and documented on some 388,733 refugees and asylum-seekers.

Nonetheless, about 26 per cent of the refugee population are not yet individually registered, which has an impact on the accuracy of desegregation of data and demographics. Lack of access to PRIMES tools and other infrastructure and technology among implementing partners and authorities creates obstacles for regular data updates and continuous registration. UNHCR, through a partnership with the World Bank, under the project STEP, has finalised a plan on a progressive transfer of data collection and management to the Government of the DRC. This transfer of registration responsibilities will ensure continuous data collection and update, while at the same time guaranteeing that and documentation of refugees in locations where the government is present and later facilitate the inclusion of refugees into the national population identification system.

In addition, such an action would serve to support the registration and documentation process in a manner that is sustainable.

Challenges to Achieving Outcome

Some 23% of the refugee population remain unregistered due to limited humanitarian access. Resource and capacity limitations also mean that document renewal/ replacement is not done in a timely manner. Joint registrations have also been hampered by the infrastructural limitations at the CNR both at country level in Kinshasa and in the field which hampers compliance to registration and documentation standards. Additionally, the DRC does not have a reliable national registration and identification system. Moreover, none of the 15 implementing partners processing refugee data have access to the PRIMES tool which would facilitate regular data updates. Additionally, updated data requires continuous registration and verification and a systematic data integrity review all of which are difficult because of attendant costs. The lack of an administrative census (since 1984) to more adequately highlight the population profile and demographics means that there is no identity card system and ultimately that Congolese citizens do not have national identity cards.

2. Outcome Area: Status Determination

By 2026, asylum-seekers can access effective and cost-free national refugee status determination procedures.

Indicators	Population Type	Baseline (2022)	Target (2022)	Actual (2022)
2.1 Average processing time (in days) from registration to first instance asylum decision (disaggregated by individual and group procedures).	Refugees and Asylum-seekers	180.00	180.00	180.00
2.2 Proportion of individuals undergoing asylum procedures who have access to legal advice or representation.	Refugees and Asylum-seekers	100.00%	100.00%	100.00%
2.3 Proportion of individuals undergoing asylum procedures who have access to an effective appeal mechanism after first instance rejection of their claim.	Refugees and Asylum-seekers	0.08%	100.00%	1.28%

Progress Against the Desired Outcome

In 2022, UNHCR conducted numerous training courses aimed at building the capacity of UNHCR and the DRC Government RSD staff. It was envisaged that this would enhance their knowledge of procedures, ensuring fairness, efficiency, responsiveness, integrity and quality in the processing. Accordingly, nine sessions of the Refugee Eligibility Commission were held, and 4,099 refugees were subsequently recognized. Some 31 asylum applications were rejected.

Despite the challenges, related to the non-ratification of the two conventions on statelessness, and the slow progress on the 2014 draft law on protection and assistance to IDPs, UNHCR continues to advocate for the inclusion of IDPs in country bills and programs and to emphasize the importance in preventing and reducing statelessness.

Due to UNHCR's advocacy the Independent National Commission and the National Population Identification Office have agreed to register IDPs in areas of displacement and to include indicators on statelessness in the population identification questionnaire. This should allow IDPs and stateless people at risk of statelessness to vote.

Challenges to Achieving Outcome

Although the DRC boasts a strong refugee protection regime which generally favours community-based response and maintains open borders, the Government's suspension of the "prima facie" refugee recognition has left many new arrivals with asylum seeker status and not technically able to benefit from the right to work and other freedoms assigned to recognized refugees. A number of refugee ID have expired since 2021 calling for more attention to registration and documentation.

Moreover, Government limited capacity and UNHCR low levels of funding mean that redressing such issues could take a much longer time than needed. This means that planned capacity support to service providers on status determination processes; information management as it relates to asylum seekers and strengthening of networks between public and private legal service providers to provide adequate and appropriate legal assistance to refugees and asylum seekers.

Difficulties in holding meetings of the appeals committee to adjudicate applicants' cases are compounded by the fact that the Law (021/2022) on the status of refugees in the DRC requires physical presence before the commission. Indeed, due to a lack of financial means on the part of asylum seekers, they are unable to appear before the before the committee as required by the law.

3. Outcome Area: Protection Policy and Law

By 2026, the Government will accede to, ratify and domesticate the 1954 Convention relating to the status of stateless persons, and the 1961 Convention on the reduction of statelessness and the AU Convention for the Protection and Assistance of Internally Displaced Persons in Africa (Kampala Convention).

Indicators	Population Type	Baseline (2022)	Target (2022)	Actual (2022)
3.1 Extent national legal framework is in line with the 1951 Convention and/or its 1967 Protocol.	Refugees and Asylum-seekers	Favorable	Favorable	Favorable

Progress Against the Desired Outcome

The DRC refugee law is fully aligned to the 1951 refugee convention and its 1967 protocol. In terms of progress on policy and the law, an action plan for accession to the statelessness conventions by the Ministry of Justice was adopted in 2022 August. The draft law of accession was officially submitted to the Minister of Justice by the UNHCR Representative for the DRC. The DRC has also completed the ratification process for the 2009 Kampala Convention. A necessary next step will be the domestication of the convention through the enactment of legislation. This is expected to improve the protection environment and ensure that the persons we serve live in safety and dignity. All these initiatives have made it possible for UNHCR to advocate for the socio-economic (even political) inclusion of IDPs.

Challenges to Achieving Outcome

To date, no significant progress has been made towards acceding to the two conventions on Statelessness. It however should be noted that progress has been made through the adoption of an action plan for accession to the conventions on statelessness by the Office of the Minister of Justice. Nevertheless, Challenges to domesticating international protection law remain in part because of the lack of a population census has been carried out since 1984, leading to weak population distribution information. There are also few indicators of the political will to resolve nationality-linked questions. Sections of the population remain at risk of statelessness driven by administrative bottlenecks.

Due to the security situation in the Eastern DRC, masses of IDPs are forced to flee military operations and local conflicts; human rights abuses committed by armed groups and some in the State security services; the results of land grabs and forced labour in mines and agricultural enterprises. There is also a need to revamp the land management system as well as the justice and security sectors, which in many respects are at the root of conflict and displacement. Powerful individuals and regional actors contribute to an environment where residents are at risk of exploitation; of losing their land and livelihoods; of human rights abuses and of conflict.

4. Outcome Area: Gender-based Violence

By 2026 GBV response services are available for all GBV survivors in all PoC sites and follow clear standard operating procedures.

Indicators	Population Type	Baseline (2022)	Target (2022)	Actual (2022)
4.1 Proportion of PoC who know where to access available GBV services	IDPs	25.96%	26.00%	11.65%
4.1 Proportion of PoC who know where to access available GBV services	Refugees and Asylum-seekers	23.08%	23.00%	10.46%
4.2 Proportion of POCs who do not accept violence against women.	IDPs	25.96%	26.00%	11.65%
4.2 Proportion of POCs who do not accept violence against women.	Refugees and Asylum-seekers	23.08%	23.00%	10.46%
4.3 Proportion of survivors who are satisfied with SGBV case management services.	IDPs	23.85%	88.00%	49.93%
4.3 Proportion of survivors who are satisfied with SGBV case management services.	Refugees and Asylum-seekers	45.97%	90.00%	88.30%

Progress Against the Desired Outcome

During 2022 there was an increase of nearly 15 per cent in reported GBV cases compared to 2021. This increase in GBV incidents could both be explained by a higher reporting of cases within communities, probably resulting from a positive impact of prevention activities due to better deployment of activities in the field; and also by a resurgence of conflicts in the eastern part of the country, which has led to an upsurge in incidents in general, including GBV. Ninety-five per cent of the survivors were women (68 per cent adults and 27 per cent girls) while 5 per cent were men (4 per cent adults and 1 per cent boys). Most incidents were reported in areas that also experienced a high number of human rights violations due to an escalation of violence, such as Ituri, North Kivu and South Kivu, and Kasai.

GBV has associated challenges such as stigma and discrimination, insufficient legal responses, and long distances between courts the scenes of incidents (which favours out-of-court settlements, resulting in only 5 per cent of cases receiving legal assistance). Access to justice is limited buy a number of barriers that are mostly structural. The justice system in the DRC is limited in its reach and is non-existent in some jurisdictions. As such, the distance between the places of justice and the places of residence of survivors and alleged perpetrators is significant which eat, therefore posing significant logistical challenges. The cost of access to justice and the slowness of decisions are factors that do not encourage access to justice. In addition to seeking justice vis-a-vis their perpetrator, such as imprisonment, survivors often seek financial compensation which is often not possible. To remedy this, we advocate with other actors with the communities, agreements are signed with law firms for the follow-up of cases, cash is granted to survivors

to facilitate travel and in some cases financial assistance is provided for the alleged perpetrator to ensure that legal action can continue with the participation of the accused.

Nonetheless, some improvements have been made in the speed of medical care to survivors (57 per cent of cases are treated within 72 hours, compared to 14 per cent in 2021. As part of UNHCR and other stakeholders' quest for empowerment of the most vulnerable people we serve, 6.5 per cent of GBV survivors were assisted with socioeconomic reintegration, while 3.78 per cent benefited from school reintegration and vocational training. UNHCR coordinates the response with several actors.

UNHCR has also enhanced coordination with other GBV actors to ensure the best possible prevention and response to GBV for survivors. Accordingly, 111 coordination meetings (on average two per week) were held across the country ensuring a coordinated, effective and coherent approach.

In addition to enhancing coordination, UNHCR and other stakeholders are increasingly working together to establish specific management structures for the prevention and response to GBV into all protection and assistance programmes. Indeed 194 protection committees (163 GBV protection committees and 31 men's groups) have been established. The groups of men are involving in GBV prevention and response activities on the ground. They play an important role to impact the root causes of GBV and reinforce awareness activities. Capacity-building has also been done through tailored training on violence at community level and within schools targeting some 4,986 people and creating awareness as a necessary first step to changing social norm.

Challenges to Achieving Outcome

Gender inequality is still deeply entrenched. Additionally, women still face high levels of discrimination, and exclusion which impedes their access to opportunities, basic goods and essential services and aggravates gender-based violence. In addition, the high levels of insecurity particular in the east mean that any gains made in terms of GBV are negated by an equally ferocious conflict between armed groups and the Government, or amongst communities. Moreover, the justice system is not well designed to hold perpetrators of gender-based violence accountable and this is aggravated by a general lack of institutional capacity particularly at the community and grassroots level, to both put in place and sustain reforms. Moreover, in 2022, some seven percent (7%) of survivors of gender-based violence in refugees and asylum seeker situations and 13% in IDP's situations did not receive the requisite medical care. Additionally, 43% did not have access to medical care within prescribed 72 hours for reported rape cases while 26% were not able to benefit from legal assistance.

5. Outcome Area: Child Protection

By 2026, the risks related to violence, exploitation and abuse of children are identified and adequately addressed.

Indicators	Population Type	Baseline (2022)	Target (2022)	Actual (2022)
5.1 Proportion of children at heightened risk who are supported by a Best Interests Procedure.	Refugees and Asylum-seekers	30.00%	70.00%	14.36%
5.2 Proportion of children who participate in community-based child protection programmes	Refugees and Asylum-seekers	80.00%	90.00%	4.56%
5.3 Proportion of unaccompanied and separated children who are in an appropriate alternative care arrangement	Refugees and Asylum-seekers	83.99%	100.00%	17.19%

Progress Against the Desired Outcome

The target of the Child Protection programme is to ensure that children and young people are protected from harm and that their rights are respected. This has been done by implementing targeted programmes that address their specific protection and development needs. UNHCR and partners are also increasingly creating synergies to enhance child protection, through the child protection sub-cluster, with provincial and local authorities (in 13 provinces and 23 territories), as well as with government departments (Divisions of Social Affairs, Gender, Family and Children, Justice, and Education). Twenty eight percent (28%) of survivors of GBV reported cases are children (27% girls and 1% boys). All received psychosocial support and were referred to services the guidelines for GBV case management for children. Thanks to the strengthening of the community child protection mechanism and coordination with the child protection sub-cluster in UNHCR intervention area 3,927 children at risk were identified among refugee (2,341 children) and internally displaced (1,586) populations, including 2,499 in situations of family separation (2,275 refugees and 224 IDPs).

Moreover, 6 case management committees, 231 local protection committees, and child protection committees are in place and have been trained on identification of cases of children at risk and to enhance referral mechanisms. Consequently, these coordinated actions have ensured that child protection services are present in 90 per cent of the areas where populations affected by forced displacement (refugees, internally displaced persons, returnees, and repatriates) reside. These mechanisms also guarantee that separated children have adequate care in addition to having access to family tracing and reunification. Children associated with armed groups receive the necessary support to be reintegrated into their communities and child survivors of gender-based violence can be appropriately cared for through psychosocial support, recreational activities, and education. However, community access to services, particularly given the remoteness of the areas of operation, remains a major challenge.

UNHCR interventions have contributed to improving the protection environment for refugee children and internally displaced children in host villages in South Kivu, Tanganyika, Ituri, Haut Uele, North Kivu, North Ubangi and South Ubangi and Kasai, in particular through the implementation of activities aimed at preventing cases of child abuse, capacity building for authorities at local level, coordination with a view to strengthening the referral system to support community child protection mechanisms. 333 children at risk strengthened best interest procedures, multi-sector support for 1,362 child victims of serious violations of children's rights via the 1612 mechanism, and alternative care for 615 refugee children in situations of family separation. Also, an awareness of refugee parents to declare the birth of their child to the civil registry and with CNR partners taking into account the legal deadline.

Challenges to Achieving Outcome

Institutional Capacity Building is the cornerstone to achieving an impactful child protection programme (particularly for government officials as well as other actors). This is however not being adequately done. Additionally, mobile hearings for the supplementary judgments of birth certificates in favor of 1,178 CAR Refugee children and more than 800 South Sudanese children whose parents did not register their births within the legal deadline are still pending. Other challenges include the arranging of alternative care for 1884 children in situations of family separation as well as the organization of recreational activities for children and adolescents.

Moreover, insufficient support programs for recreational, cultural and sports activities for children and adolescents (child-friendly spaces, recreational kits, and other cultural activities) coupled with economic challenges (low income) faced by foster families negatively impact the care of separated and unaccompanied children.

Insufficient number of staff in charge of the management of children's cases among the partners mean that there is a slowness in implementing the procedures in the best interests of children. In addition, persistence of certain practices that do not promote good protective environment for children, in particular acts of gender-based violence and economic exploitation of children have continued to hamper progress in child protection.

Finally, the low rate of reestablishment of family ties due to the absence of a child protection partner to specifically help with tracing remains a major challenge.

6. Outcome Area: Safety and Access to Justice

By 2026, effects of conflict on the protection environment are diminished.

Progress Against the Desired Outcome

Through the United Nations Sustainable Development Cooperation Framework 2020-2024 (UNSDCF) UNHCR works together with the Government and other actors to ensure. the protection of civilians, respect for human rights, and conflict mitigation. This work also extends to facilitating mediation missions/interventions by the CNR and local authorities when necessary as well as activities on peaceful conflict resolution and peaceful cohabitation between host and refugee communities. Refugees involved in legal proceedings are also provided with case-by-case assistance by UNHCR for legal and procedural costs.

UNHCR also ensures the systematic sharing of security alerts and protection monitoring reports covering 10 provinces allowing for timely referrals of individual and collective protection cases in accordance with standard legal and data protection guidelines.

Challenges to Achieving Outcome

Although many of the refugees currently residing in the DRC were recognized as refugees on a prima facie basis, pursuant to Article 1.2 of the OAU Convention, the DRC Government in 2017 suspended prima facie recognition of refugees.

The DRC is also a state party to the African Union Convention for the Protection and Assistance of Internally Displaced Persons in Africa (Kampala Convention) having both signed and ratified it. The country is a State party to the Great Lakes Pact which incorporates the Great Lakes Protocol on the Assistance and Protection of Internally Displaced Persons. It has however not yet taken steps to domesticate the protocol by adopting national legislations or policy.

Although the laws regulating the status and treatment of refugees in DRC are aligned to international legal norms and standards for refugee protection such as equitable access to social justice and allow for inclusion into national systems, their application needs strengthening.

7. Outcome Area: Community Engagement and Women's Empowerment

By 2026, persons of concern and host communities enjoy greater social cohesion, have effective, participatory, and balanced management structures in terms of age, gender and diversity and take part in development planning.

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effective, participatory, and balanced management structures in terms of age, gender and diversity and take part in development planning. - DELETE OR TERMINATE

Indicators	Population Type	Baseline (2022)	Target (2022)	Actual (2022)
7.1 Proportion of PoC who participate meaningfully across all phases of the OMC.	Refugees and Asylum-seekers	69.57%	70.00%	16.71%
7.2 Proportion of PoC who have access to effective feedback and response mechanisms.	IDPs	10.00%	81.00%	61.21%
7.2 Proportion of PoC who have access to effective feedback and response mechanisms.	Refugees and Asylum-seekers	26.00%	81.00%	63.00%
7.2 Proportion of PoC who have access to effective feedback and response mechanisms.	Returnees	100.00%	100.00%	99.85%
7.3 Proportion (and number) of active female participants on leadership/management structures.	IDPs	45.01%	50.00%	39.60%
7.3 Proportion (and number) of active female participants on leadership/management structures.	Refugees and Asylum-seekers	35.06%	45.00%	44.91%

Progress Against the Desired Outcome

UNHCR has worked with partners and communities to strengthen peaceful coexistence and a favourable protection environment, as communities of refugees, IDPs, returnees, and their hosts worked together to mitigate the effects of inter-communal tensions. Some 270 joint community protection and peace structures composed of 6,160 people (41 per cent women and 59 per cent men) are implementing community protection plans developed by themselves including 96 community protection plans developed by the community and implemented in North and South Kivu (93) and Ituri (3). These plans propose risk prevention/mitigation actions and a regular monitoring plan to measure the impact. Through these mechanisms community-based monitoring systems and early warning systems in areas where UNHCR is not present are implemented as in the villages hosting refugees and internally displaced persons, as well as in the return areas in North and South Kivu, Ituri, North and South Ubangi. 798 local authorities were trained on various protection topics in North Kivu, Ituri and Kananga. These training sessions aim to strengthen local capacities to protect the rights of displaced persons.

As part of their accountability to affected populations, UNHCR, the CNR and partners have put in place feedback and response mechanisms (through mail, targeted meetings, hotlines and referral system) reaching an estimated 81 per cent of affected populations. A complaint referral system is established between the UNHCR and its partners to ensure the referencing and follow-up of letters/complaints to the services concerned. Other complaint referral and follow-up mechanisms are established with operational partners in the field as part of collaboration agreements. This mechanism makes it possible to collect verbal or written complaints relating to interventions and to direct them to the organization concerned by the complaint. Responses are usually provided in writing (mail) and verbally to individuals These systems have helped in improving the overall implementation of the multi-year multi-partner plan, especially in the 2022 operations management cycle.

As part of the humanitarian-development-peace nexus, a pilot initiative is being implemented in North Kivu where diagnostic workshops have been held with 641 host community members and IDPs (255 women and 386 men) in Beni town. This has enabled IDPs to become key stakeholders in local planning, in addition to local authorities taking ownership of the protection of IDPs, and increased collaboration with a multiplicity of actors.

Challenges to Achieving Outcome

Generalized insecurity in some areas are recurrent, resulting in massive population displacements and multiple human rights violations are continuous challenges to sustained social cohesion. The persistence of conflicts related to the sharing of natural resources between different population groups coupled with the remoteness of some of the communities supported and the challenges with fragile national social services and social protection system in the area are overall great barriers to move across the Humanitarian – Development – Peace spectrum.

Community mobilization among persons of concern remains low in part due to the absence of legitimate community leadership. Repeated displacements have severely reduced host communities' resilience and capacity to absorb new arrivals. In addition, most displaced persons reside in the most underserved areas of the country where there is a dearth of development and economic opportunities, an abundance of conflicts, and limitations in sustainable solutions.

Additionally given the lack of resources (both financial and human) strengthening response systems, selfreliance and providing pathways to solutions through improved community-based emergency response systems and inclusion of refugees, returnees, stateless persons and IDPs in local development plans is a challenge. It also affects the ability to enhance community self-management, strengthening resilience. Moreover, persistent gender inequality and inequity increases vulnerabilities by disempowering refugees, returnees, stateless persons, IDPs and host communities.

8. Outcome Area: Well-Being and Basic Needs

By 2026, 100% of all persons of concern with specific needs (based on a participatory vulnerability assessment), and new arrivals, have access to adequate, secure, environmentally friendly and low cost shelter, and are provided with adequate Non-Food Items. -

Indicators	Population Type	Baseline (2022)	Target (2022)	Actual (2022)
8.1 Proportion of PoC in need that receive cash transfers or in-kind assistance.	Refugees and Asylum-seekers	100.00%	100.00%	17.35%
8.1 Proportion of PoC in need that receive cash transfers or in-kind assistance.	Returnees	100.00%	100.00%	49.34%

Progress Against the Desired Outcome

This five-year plan espouses age gender and diversity mainstreaming while at the same time being supported by risk-based programming. As part of this clear parameters have been put in place for the selection of persons with specific needs in an objective and fair manner to avoid conflicts within the community. The resulted in the inclusion of persons with specific needs all sectors (food security, child protection, GBV, health, and shelter, as well as in coordination, information management, monitoring and evaluation, among others). Indeed, robust systems were put in place to objectively identify persons with specific needs in a manner that is acceptable to all refugees, returnees, and internally displaced persons, with priority given to female heads of households, persons with specific needs and other socio-economic vulnerabilities. With regards toshelter activities Refugees, IDPs and returnees were provided with durable and locally adapted shelters solution as well as the provision of emergency shelter and Core Relief Items (CRIs) to newly arrived or in urgent need including persons with specific needs. This helped reduce congestion and contributed to improving the physical safety and well-being of Internally Displaced Persons and vulnerable host communities. By focusing on activities around shelter self-recovery, beneficiaries were able to choose adequate and secure habitats for themselves and their families and newly arrived IDPs were provided with emergency shelters.

Challenges to Achieving Outcome

Resource limitations significantly impeded the ability to provide all persons with specific needs, and new arrivals with basic needs and essential services including shelter and non-food items. In almost all location of operations, initial targets were not met, persons with special needs in a state of increased vulnerability.

9. Outcome Area: Sustainable Housing and Settlements

By 2026, IDPs targeted by the Shelter Cluster and refugees and returnees have access to adequate, secure, environmentally friendly, and affordable shelter.

Progress Against the Desired Outcome

Shelter activities are aimed at ensuring that the people we serve have durable, environmentally friendly and locally adapted shelter solution. This has helped to reduce congestion, while improving the physical safety and well-being of forcibly displaced persons and vulnerable host communities. Although challenges remain (fuel shortages, the rising cost of construction materials, selection of vulnerable households, and destruction of shelters by conflict), UNHCR and partners are focused on delivering. In 2022, some 1,445 shelters were provided in Kasai (650), Tanganyika (390) and Gbadolite (405). Additionally, some 7,426 transitional shelters (758 through cash assistance) were provided in Gbadolite (1233), North Kivu (3686), Aru (1900) and South Kivu (607). Furthermore, 9,492 emergency shelters were provided in North Kivu (8000) and Ituri (1492).

To enhance project sustainability, these shelter initiatives are accompanied by capacity-building for all stakeholders including beneficiaries in the form of trainings and sensitization on peaceful cohabitation, the dangers of pinewood nematode, issues of fraud and other key humanitarian principles (particularly for partners). These activities have helped stimulate the local economy through the purchase of materials as well as creating jobs.

Challenges to Achieving Outcome

Indeed, UNHCR's Alternatives to Camp policy, which is being implemented across the country is based on success in the implementation of local construction practices and the implementation of a community-centred approach.

It entails the active engagement of refugee populations, host communities and local authorities to ensure the shelter interventions contribute to the integration process of POCs and promote peaceful coexistence and social cohesion among the different population groups. However, given the security situation in some parts of the country particularly the East, coupled with UNHCR's limited ability to implement robust community self-management systems, and the limited capacity of communities (refugees, internally displaced people, returnees, and host communities) it has been challenging to implementing a communitybased shelter programme.

The implementation of community-led shelter and settlement approaches, such as the construction of durable shelter solutions by the assisted POCs with the support of CBI and technical assistance, demands technical expertise to advise and supervise on construction activities, experience in capacity strengthening of local actors, logistics and procurement capacity, as well as community mobilisation and participation throughout the programme cycle.

10. Outcome Area: Healthy Lives

By 2026, refugees and returnees are integrated in national and community healthcare systems.

Indicators	Population Type	Baseline (2022)	Target (2022)	Actual (2022)
10.1 Proportion of children aged 9 months to five years who have received measles vaccination.	Refugees and Asylum-seekers	51.31%	61.00%	63.90%
10.2. Proportion of births attended by skilled health personnel. [SDG 3.1.2 Tier 1]	Refugees and Asylum-seekers	99.25%	100.00%	99.17%

Progress Against the Desired Outcome

Multi-stakeholder support, in line with the GCR, is the bedrock UNHCR's programming in the health sector. UNHCR and partners aim to achieve inclusion of refugees in the national health system, and to make progress towards SDG 3 (ensure better, more accessible health systems to increase life-expectancy) and its six targets. Through the alternative-to-camps policy, UNHCR works with the Government of the DRC to ensure that refugees increasingly have access to national healthcare systems at par with local populations. Accordingly, refugees have been included in DRC's health policies and strategy documents. 99 per cent of refugees targeted for health assistance in 2022 had access to primary healthcare through 35 health facilities, 16 of which are supported by UNHCR and partners thanks to generous contributions from donors. This represents nearly double the number of refugees that had access to healthcare systems in 2021. This progress manifested through support to health infrastructures, the provision of medicines and medical supplies, and support to health staff in a community-based protection approach.

The epidemiological profile of the DRC is also characterized by vaccine-preventable diseases including cholera, measles, Covid-19... Vaccination coverage in DRC remains low: 20 per cent of children aged 12-35 months are not vaccinated and 57 per cent are vaccinated against measles (MICS 2018). Among refugees in 2022, measles vaccine coverage is 64 per cent compared to 51 per cent in 2021. For Burundian refugees, routine immunization coverage is still low, but a vaccination campaign was conducted in response to the measles outbreak associated with cholera and 5,669 children were vaccinated, i.e., 100 per cent of the target.

The Covid-19 vaccination rate coverage increased from 0 to 14.5 per cent for one dose and 13.6 per cent for fully vaccinated. This result is linked to the support of the UNHCR regional office, which prioritized the Covid-19 response and vaccination as part of last mile vaccination support and rapid and equitable access to vaccination so that no one is left behind. In reproductive health and HIV-AIDS, the Proportion of births attended by skilled health personnel is maintained at 99 per cent as in 2021 and 86 per cent of rape survivors had access to PEP within 72 hours. 93 per cent PLHIV are on ARV with access to biological follow up.

In nutrition programming, IYCF program is integrated through the community protection approach. The CMAM program has admitted 2,317 children aged 6-59 months for treatment of severe acute malnutrition and 3,120 for treatment of moderate acute malnutrition with respectively the recovery rate of 97 per cent and 100 per cent.

Challenges to Achieving Outcome

This five-year plan envisions socio-economic inclusion of refugees and other persons affected by conflict in national social service systems, including the healthcare system, as the most cost effective, appropriate and sustainable way to support refugees and other persons affected by conflict. However, the health infrastructure is limited, lack of essential equipment, depletion of medical supplies, few qualified medical

practitioners and a weak health financing system mean that the healthcare system is incapable of meeting the challenges posed by the presence of increased numbers of refugees, IDPs, returnees and existing host communities.

Moreover, the health zones in which most of the people we serve reside remain difficult to access and are typically located and spread over a vast geographical area resulting in numerous accessibility challenges. The health situation is characterized by a variety of endemic diseases such as malaria, diarrhoea, and Acute Respiratory Infection (ARI), as well as epidemics such as Ebola, measles, cholera, Covid-19, monkeypox and severe anaemia.

Given these challenges, attempts at improving the healthcare system as part of UNHCR's goal towards social economic inclusion has at best been elusive because of the enormous cost of doing so. These enormous vis-a-vis the financial limitations faced by UNHCR negate multilateral efforts to improve access to health care and accelerate progress towards SDG3 and Universal health coverage. The sustainability of the impact of health interventions in humanitarian areas is linked to government leadership and ownership of the nexus under the UNDSCF.

11. Outcome Area: Education

By 2026, PoC school age children have improved access to equitable and quality basic education through the national system.

Indicators	Population Type	Baseline (2022)	Target (2022)	Actual (2022)
11.1 Proportion of PoC enrolled in tertiary and higher education.	Refugees and Asylum-seekers	0.59%	1.00%	0.15%
11.2 Proportion of PoC enrolled in the national education system. [GCR 2.2.1]	Refugees and Asylum-seekers	23.93%	29.00%	42.58%

Progress Against the Desired Outcome

During the 2021/22 school year the gross enrolment ratio for refugees in the national education system across both the primary and secondary levels reached 42.2 per cent. An increasing number of refugees now attend public national schools where they study alongside with nationals. The increase from the 24 per cent registered during the previous year is significant but remains well below the national (over 100 per cent at primary level) and global averages. It is however the result of collective effort by the Government, key education sector development actors, humanitarian actors and donors. For refugees, UNHCR has directly supported families by offsetting school-related costs, providing teacher incentives, improving the infrastructure, mobilizing communities and working ceaselessly towards improving strategic partnerships. Specific projects such as the Instant Network Schools programme with Vodafone Foundation and the Education Cannot Wait First Emergency Response have enabled sustained enrolment and support to the national education system. It is important to recognise that data collection on inclusion beyond the schools in which UNHCR directly intervenes is extremely difficult. There is no functioning disaggregated national EMIS system currently that can provide this data.

Refugee enrolment in tertiary and higher education remains low at under 1 per cent. While it appears a decrease from the previous year, over 2022, data sources and calculation methodology have been harmonised. The difference in denominators between both reporting years is thus causing the apparent decrease. During the coming 2023/24 school year, UNHCR's strategic influence with the Ministry of Education at national level will need to increase to influence the inclusion of refugees in the National Education Sector Strategy (the current spans 2016-2025). UNHCR's engagement with key education sector donors and partners including FCDO, UNESCO, the World Bank to name a few, will be essential given their large portfolios and leverage at Ministerial level. The new Strategic Framework between UNHCR and UNICEF will need to play a more pivotal role in increasing programmatic and policy level collaboration for inclusion of refugees into the national education system. Given the significant investment required to induce

sustainable improvements, UNHCR and UNICEF will encourage other actors into education programming in particular in large refugee hosting areas of the country. Indeed, Education Cannot Wait has already committed US\$ 2 million to education projects and the Vodafone Foundation at global and country level is also investing in the education system.

Challenges to Achieving Outcome

Some 38,500 refugee children aged 6-11 years (primary school age) and 38,200 refugee children of secondary school age, are at potential risk of being out of school however the accuracy of this data is hampered by the lack of a school based national EMIS system with disaggregated data by status and UNHCR's limited capacity to collect up to date enrolment data across extremely remote and large geographical zones. Presently, UNHCR and partners, through the generous contributions of donors, assist about 21,000 primary school-aged children (50 per cent). As part of the alternative-to-camps policy, investment in education is one of the four pillars of the policy (along with WASH, Health, and Livelihoods).

Huge gaps include the lack of skills development programme support, support for secondary education which is not free even for nationals, low tertiary enrolment, and challenging data collection to support good planning and implementation of education projects.

Presently, UNHCR contributes to incentives for over 400 teachers. It is the aim that these teachers be transitioned onto the government payroll. UNHCR is increasing advocacy with Ministry authorities at all levels, but also with key education donors and partners for the inclusion of teachers who are not paid and are teaching in schools where refugees attend onto the national payroll. UNHCR and partners have begun taking the necessary steps in the Gbadolite sub office with the support of the Provincial Authorities as a result of the 2022 Provincial Education Sector Review. The process requires school visits by local authorities, proper preparation of documentation before submission at national/Kinshasa level. It is hoped that 2023 will show positive results so that this example can be used in the other geographic areas where UNHCR still supports teacher incentive payment, namely in the Aru sub office and in South Kivu. This advocacy for system strengthening from key development actors to ensure refugee hosting areas are included in education programming has increased over 2022 particularly regarding the upcoming Global Partnership for Education System Transformation Grant for 2023.

While secondary education is not free in the DRC even for nationals, currently the only direct support for secondary education provided from UNHCR apart specific ear marked projects, is only available for the costs of taking state exams. There is limited availability for TVET or other skills training particularly for out of school youth who are overage and cannot reintegrate the formal education system. These are huge gaps that not only affect the future development and socio-economic autonomy of a future generation, but also presents salient and immediate protection risks. This is particularly acute in the East of the country where there are increased risks of recruitment into armed groups. Capacity to collect data and ensure enrolment to achieve the outcome is thus extremely challenging across all levels. Continued strategic engagement with education counterparts, donors, partners and the Ministry of Education, follow-up on GRF education pledges, seeking new funding streams and strategy development

Education, follow-up on GRF education pledges, seeking new funding streams and strategy development are even more essential moving into 2023-2024.

12. Outcome Area: Clean Water, Sanitation and Hygiene

By 2026, persons of concern have unfettered access to enough potable water and water for personal hygiene and have access to adequate sanitation facilities.

Progress Against the Desired Outcome

UNHCR has developed an integrated approach to healthcare which includes improving the WASH systems as well. The average amount of water provided (15 litres per person per day) to all refugees across the DRC remains below the required standard (20 litres per person per day). In some cases, such as in the Nord Ubangi, South Ubangi and Bas Uele provinces where between 2 to 7 litres person per day are provided, the amount of water provided is far below the already low national average. This is in part due to very low investment in WASH programming and geological factors. These inadeguacies in the provision of WASH services have a negative impact on other sectors (health, nutrition, and livelihoods) and undermine the overarching protection outlook/strategy, as evidenced by the 2022 cholera outbreak in Baraka and Uvira which resulted in the death of three refugees while 157 were sick for long periods of time. Going forward, UNHCR and partners will implement sustainable solutions such as solarizing boreholes to achieve an average of 25m3/hour effectiveness against 10m3/hour through manual pumps. Additionally, community self-management is recognized as essential to success and durability and so WASH committees will be supported to become self-reliant. Finally, UNHCR and partners will pursue strategic and operational partnerships and ensure complementarity in the response action with agencies such as UNICEF. The perspective of sanitation in the context of an under-funded WASH sector is to develop a resilient and sustainable approach where the people concerned will be able to build their own family latrines and reinforce the CBI approach for PBS.

Regarding the WASH contribution to the prevention of epidemics like COVID19 and cholera, there has been strengthening of promotion and hygiene through refugee hygiene promoters. The cholera epidemic that occurred in Uvira and Baraka was quickly brought under control thanks to a rapid WASH response through the supply of drinking water, distribution of handwashing kits accompanied by hygiene promotion sessions.

Challenges to Achieving Outcome

Low Water Supply vis-a-vis Associated Risks (Disease and Security Risks): At an average supply level of 15 litres per person per day (in some cases such the Ex-Equateur region, between 2 - 7 litres person per day), refugees are forced to supplement their water needs from unsafe or unsecure water sources exposing them to water borne diseases in addition to exposing them to security high risks including rape and other forms of GBV.

Low Latrine Coverage and Disease: On average 38% of refugees have access to latrines. This encourages open defecation which can be the source of diseases such as cholera. At the same time, by seeking relief in bushy areas, refugees are exposed to security risk

Resource Limitations: Due to resource limitations water infrastructures are not regularly maintained resulting in low water supply (15l/pers/day). Several beneficiaries also use of unsafe water sources or access water in places that are not secure for them. Additionally, low latrine coverage exposes refugees to protection risks as they have to go into the bush to defecate, which can lead to epidemics.

Capacity: The water sector is severely understaffed which has an impact on the implementation of activities, and also undermines monitoring and reporting at field level.

At an average supply level of 15 litres per person per day (in some cases such the Ex-Equateur region, between 2 to 7 litres person per day), refugees are forced to supplement their water needs from unsafe water sources exposing them to waterborne diseases in addition to exposing them to security risks including GBV.

On average only 38 per cent of refugees have access to latrines. This lack of adequate access increases exposure to diseases such as cholera and to security risk

WASH understaffing for very large intervention areas with several sites and camps to monitor. WASH being technical, without regular monitoring in the field, WASH infrastructures can be built and may not meet standards.

Wanting to do more and better with little in a context of WASH underfunding sector that does not allow scaling up and the implementation of resilient and sustainable projects

Poor maintenance of water infrastructures such as boreholes which largely provide water for refugees due to lack of spare parts in the absence of an official supply chain for these spare parts.

Establishment of functional strategic partnerships in the WASH sector

Process for integrating WASH infrastructures built for refugees into the national management system

13. Outcome Area: Self Reliance, Economic Inclusion and Livelihoods

By 2026, persons of concern have access to livelihoods ensuring that an increasing percentage is self-reliant and no longer dependent on humanitarian assistance -

By 2026, persons of concern have access to livelihoods ensuring that an increasing percentage is self-reliant and no longer dependent on humanitarian assistance

Indicators	Population Type	Baseline (2022)	Target (2022)	Actual (2022)
13.1. Proportion of PoC with an account at a bank or other financial institution or with a mobile-money-service provider [SDG 8.10.2 Tier 1].	Refugees and Asylum-seekers	25.00%	30.00%	30.00%
13.2. Proportion of PoC who self-report positive changes in their income compared to previous year.	Refugees and Asylum-seekers	10.00%	12.00%	12.00%
13.3 Proportion of PoC (working age) who are unemployed.	Refugees and Asylum-seekers	45.00%	40.00%	40.00%

Progress Against the Desired Outcome

UNHCR's livelihoods and economic inclusion planning framework is in line with the GCR in terms of its focus on self-reliance and has brought assistance to some 20,264 individuals including household members across the DRC. Although this is less than 2 per cent of the target population, it still represents a step in the right direction towards achieving the strategic objectives of the multi-year multi-partner plan. Indeed in line with the aspirations of multi-year multi-partner plan, partnerships with local authorities have provided nearly 4,000 hectares of arable land to refugees, IDPs and returnees of which 3,200 hectares are currently utilized for livelihood activities to the benefit of the people we serve, host communities and other affected populations. UNHCR and partners with the unwavering support of the donor community, have supported these livelihoods projects with agricultural inputs and tools, in addition to support provided for fishing, farming and livestock activities. This has increased productive assets in addition to skills acquisitions. Financial inclusion is also rising for the first time mainly through informal community savings mechanisms facilitated with Village Savings and Loans Associations (VSLAs). 1,579 refugees are also increasingly being integrated into government livelihoods support programmes (cash transfer in rural areas and cash for work in urban areas in the North and South Ubangi) supported by the Fonds Social de la République Démocratique du Congo (FSRDC) financed by the World Bank. Complementarily to these initiatives is skills training to develop the capacity of the people we serve in entrepreneurship. To this end, UNHCR works with INPP (Institut National de Preparation Professionnelle). This has improved refugees' entrepreneurial skills (in 2022 skills training reached 517 people we serve).

Challenges to Achieving Outcome

The scale of conflict, poverty, and disease predicate humanitarian needs in the DRC including the need for access to livelihoods and the need for self-reliance and empowerment among refugees, IDPs, returnees and host communities which in turn reduces their agency in the decisions that affect them and increases vulnerabilities. Women continue to show more vulnerabilities and to demonstrate higher incidences of poverty and extreme poverty. The lack of access to education and vocational training due to financial constraints have also exacerbated the problem also accentuate a dire lack of access to livelihoods. Additionally, the lack of opportunities to work coupled with capacity challenges affecting Refugee Status Determination (RSD) and refugee documentation also mean that refugees' ability to engage in livelihoods is severely curtailed. Although legally there are no restrictions on self-employment for refugees, some officials, unaware of the law, place unwarranted restrictions on refugees such as requirements for work permits to be

employed. Most urban refugees are primarily employed in the informal sector. There is also a general dearth of information on access to markets for the refugees in addition to the immense challenges that they face in relation to work permits and other legal documentation that would allow them to be gainfully employed. This is a hindrance to prospects for self-reliance, access to employment, and livelihoods for refugees with female – headed households bearing most of the brunt of these challenges.

14. Outcome Area: Voluntary Return and Sustainable Reintegration

By 2026, refugees and internally displaced persons have adequate information to return in dignity and security and in a sustainable manner.

Indicators	Population Type	Baseline (2022)	Target (2022)	Actual (2022)
14.1 Proportion of returnees with legally recognized identity documents or credentials [GCR 4.2.2].	Returnees	100.00%	100.00%	100.00%
14.2 Proportion of PoC who wants to receive the CoO information actually receives it.	Refugees and Asylum-seekers	100.00%	100.00%	100.00%

Progress Against the Desired Outcome

In 2022, some 10,914 Congolese refugees who indicated their willingness to return to the DRC were assisted to return, while 9.278 CAR, Burundian, Rwandese and South Sudanese refugees were voluntarily repatriated to their countries of origin with the support of partners and donors. Although this is significantly below the targeted 59,000 (37,000 refugees in the DRC and 22,000 Congolese residing outside the DRC) who had indicated a strong desire to return to the countries of origin, UNHCR, partners and the donor community are tirelessly working together to help refugees to attain durable solutions.

Regarding the repatriation of South Sudanese refugees, the security situation in their country of origin has made it difficult to initiate any meaningful and facilitated return to South Sudan. UNHCR continues to monitor the situation to take the appropriate action in due course.

The persistent fall in targeted returns and actual returns has been due to a severe lack of resources which will continue to jeopardize the ability to attain the goals of the multi-year multi-partner plan. The numbers attained in 2022 were mainly because of de-prioritization of certain operational outcomes by the UNHCR operation in the DRC, and significant support from HQ and the UNCHR Regional Bureau for Southern Africa.

Regarding IDPs, ongoing conflict has made it increasingly difficult for them to return to their areas of origin. Moreover, secondary movements make it difficult to trace and repatriate possible candidates for return.

Challenges to Achieving Outcome

A number of factors such as the security situation in both the DRC as well as abroad, the absorption capacity of countries of origin have hampered the ability to repatriate the projected number of refugees. In 2022, UNHCR planned to Repatriation some 36,900 refugees from the DRC and to receive over 22,000. This was however not possible due to budgetary reduction and in some cases security issues in both the countries of origin and the DRC. Indeed, the security situation in South Sudan made repatriation to South Sudan difficult. With regard to Rwandan refugees, access to them was hampered the security situation arising from the conflict between the M23 and the FARDC as well as the presence of armed groups in North and South Kivu. Reintegration activities for Congolese returnees, mainly from Zambia, was hampered by

the significant budgetary reduction

15. Outcome Area: Resettlement and Complementary Pathways

Indicators	Population Type	Baseline (2022)	Target (2022)	Actual (2022)
15.1 Number of refugees submitted by UNHCR for resettlement.	Refugees and Asylum-seekers	14	300	102
15.2 Average processing time from resettlement submission to departure under normal priority.	Refugees and Asylum-seekers	245.00	480.00	3,054.00
15.3 Number of PoC admitted through complementary pathways from the host country.	Refugees and Asylum-seekers	4	3	3

By 2026, opportunities for refugees in need of resettlement will have increased

Progress Against the Desired Outcome

UNHCR in conjunction with resettlement countries continues to assess the protection needs of refugees, some of whom have been living in the DRC for decades, as a first step to evaluating their eligibility for resettlement. To this end, UNHCR with the International Organization for Migration (IOM), other partner organizations and resettlement countries conduct both evaluations and departure arrangements. Indeed in 2022, there was a significant increase in the number of cases examined and submitted for resettlement. The Government of the United States of America allocated a quota of 300 individuals to the DRC to be submitted for resettlement in 2022. At least 447 individual cases in 72 cases were examined at some stage of the process in 2022, while over 500 persons were provided with information on comprehensive solutions, including resettlement. As of December 31, 2022, UNHCR had submitted 102 individuals for settlement (60 CAR refugees, 33 South Sudanese refugees and 9 Burundian refugees), 97 of whom were to the United States of America and 5 to Canada. Cases with emergency needs were also prepared for submission as part of the unallocated global quota in 2023.

Approximately 20 deferral cases remained to be processed. Two individuals departed to resettlement countries in 2022, after having waited for 3,054 days since submission.

The increase in submissions for resettlement is in part due to the re-creation of a resettlement team comprising a total of six staff and partner experts, including an Integrity Officer, . These staff have helped to enhance the speed of profiling or preparation of RRFs (Resettlement Registration Forms). They have also been able to train a seven-person team of interpreters in Aru (3), Gbadolité (2) and Baraka (2) on how to best deliver their services. While complementary pathways opportunities and procedures have not been systematized in the country, three individuals departed through such means, and the UNHCR operation is pursuing to commence strengthening complementary pathways for refugees in DRC from 2023.

The team has also worked across the board to institutionalize anti-fraud mechanisms in resettlement outcomes including but not limited to creating anti-fraud awareness and mainstreaming fraud prevention best practices.

Challenges to Achieving Outcome

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16. Outcome Area: Integration and other Local Solutions

By 2026, pathways to nationality for long lasting refugees will be established and tenure and land rights of IDPs and returnees will be increasingly secured.

By 2026, pathways to nationality for long lasting refugees will be established and tenure and land rights of IDPs and returnees will be increasingly secured.

Progress Against the Desired Outcome

No progress was made on the applications made for nine naturalisation candidates, beyond the payment of recurring legal fees. Despite the existence of a legal framework governing the acquisition of citizenship in the DRC, bureaucracy, paperwork, and administrative impediments continue to stand in the way of naturalization. Conversely, access to land for refugees, IDPs and returnees, has been made legally possible. Consequently, they can acquire land for farming and other forms of livelihood. The Government counterpart (Commission Nationale Pour les Refugies – CNR), is engaged in the progressive securing of land tenure rights for IDPs and returnees, despite the significant financial burden.

Challenges to Achieving Outcome

No progress was made with the nine (09) candidates supported by UNHCR for naturalization, beyond the payment of repeated legal fees. Despite an existing legal framework guiding the acquisition of citizenship in DRC, bureaucracy, red tape and administrative slowness render naturalization very difficult to achieve in practice. One of the main challenges is the obvious absence of political will to grant nationality to foreigners. This reluctancy is feed by decades of fear of 'invasion' of their territory by aliens coming from neighbouring countries. Therefore, in practice, acquiring Congolese nationality is subject to conditions that are just unattainable. Only a strong political will help any applicant accessing this citizenship.

2.2. Age, Gender and Diversity

UNHCR, working hand-in-hand with a multiplicity of partners, and with the support of donor countries, has successfully realised the 10 core actions of the age, gender, and diversity (AGD) policy. The mainstreaming of AGD principles into UNHCR's activities in the DRC remains key despite significant challenges such as the COVID-19 pandemic and insecurity in some parts of the country. UNHCR and partners employ diverse teams of experts to assess the needs of the people we serve and inform both planning and implementation of projects. These teams work closely with the people that we serve, ensuring that they are fully engaged in making decisions on the issues that affect them. They also work closely with the Government and its specialized services, the civil society, and local community management structures to make accurate assessments related to the living conditions of the persons we serve in their diversities, and to arrive at the most appropriate multisectoral responses tailored to their specific needs. Indeed refugees, IDPs, and returnees are involved in these participatory assessments by age, gender, and cultural diversity to ensure an inclusive approach to programming as well as risk-based programming. This has enabled UNHCR and partners to develop well-rounded programmes that are well received by the people that we serve.

Indeed, as a testament to this programming, across the country, 12,481 women, 624 girls, 834 men, and 363 boys, and 302 people with disabilities were involved in participatory needs assessments which enabled them to identify key priorities for implementation of the multi-year multi-partner plan. Capacity-building activities, including a workshop on the inclusion of people with disabilities in overall programming, were conducted, targeting UNHCR and partner staff as well as some associations members of International Disability Alliance (IDA).

Accountability to Affected People (AAP)

Around-the-clock feedback and response mechanisms have resulted in the receipt of and follow-up on many complaints, and implementation of suggestions to enhance the satisfaction of the people we serve. A national protection against sexual exploitation and abuse (PSEA) plan and an inter-agency AAP strategy and action plan are in place with PSEA focal persons in all areas of operation where UNHCR is present, to ensure the implementation of the plan and creating awareness around issues of accountability and capacity-building of partners and the people we serve. The programming of activities is done in close conjunction with communities and their point of view is taken into account during the operation management cycle (from needs assessment through implementation and monitoring and evaluation). In addition, partners have been trained in investigation of PSEA. Given that some of the people that we serve do not have mobile phones, the feedback and response mechanism for refugees, IDPs, returnees and asylum-seekers are provided mostly through mail and targeted meetings. Referral mechanisms have been established and are supported by UNHCR, the CNR and other partners to ensure appropriate follow-up. Moreover, individual reception areas are set up in the offices of UNHCR, and its partners, and in the camps settlement to receive people who wish to speak about their concerns. Responses are usually provided in writing and verbally to the people we serve. To do this, UNHCR, the CNR and other partners avail the appropriate staff to receive them and provide them with the appropriate feedback. Moreover, the suggestion boxes set up in the sites and camps allow the people we serve to express their concerns in writing. Other complaints about program implementation procedures and methodologies are reported to UNHCR and its partners by community leaders and sector committee members.

Gender Equality

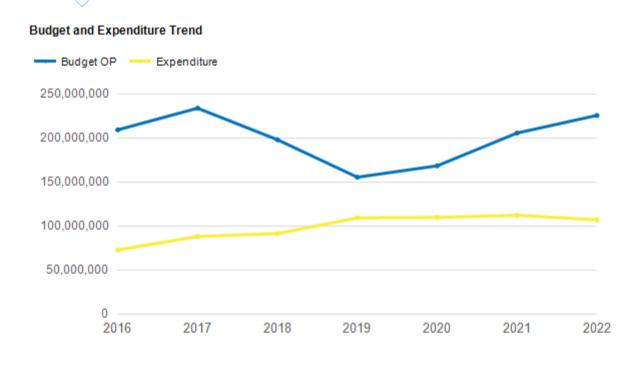
UNHCR works closely with all key stakeholders (including the technical unit of the Ministry of Gender, implementing and operational partners, donors, and the people we serve), to guarantee gender equity and equality in programmes. As a member of the Gender Thematic Group in the DRC and the One UN Gender Team, UNHCR works to create an environment based on diversity and inclusion policies and practices towards gender equality both among staff (UNHCR and Partner Staff) and among the communities of forcibly displaced persons, returnees, and host communities. It is understood that women and girls in particular face significant challenges associated with gender-based discrimination in access to opportunities, gender-based violence, and lack of access to adequate basic goods and essential services. Therefore, UNHCR and partners ensure that at least 50 per cent of livelihoods support recipients are women. In Tanganyika province, to strengthen participation of women in programmes, five women's committees and two community networks comprised by 51 per cent of women have been revitalized in Dilolo, Kolwezi and Lubumbashi.

Section 3: Resources

3.1 Financial Data

Impact Area	Final Budget	Funds Available	Funds Available as % of Budget	Expenditure	Expenditure as % of Funds Available
IA1: Protect	65,093,094	26,596,557	40.86%	26,596,896	100.00%
IA2: Respond	80,755,490	48,178,962	59.66%	47,964,425	99.55%
IA3: Empower	27,272,803	13,471,097	49.39%	13,465,103	99.96%
IA4: Solve	52,299,600	18,967,738	36.27%	18,967,861	100.00%
All Impact Areas		321,940	0.00%		0.00%
Total	225,420,988	107,536,295	47.70%	106,994,284	99.50%

Outcome Area	Final Budget	Funds Available	Funds Available as % of Budget	Expenditure	Expenditure as % of Funds Available
OA1: Access/Doc	22,024,151	8,085,860	36.71%	8,085,959	100.00%
OA2: Status	4,930,971	1,148,018	23.28%	1,148,030	100.00%
OA3: Policy/Law	4,390,365	1,660,278	37.82%	1,660,329	100.00%
OA4: GBV	17,749,509	6,690,239	37.69%	6,552,542	97.94%
OA5: Children	8,858,923	3,269,390	36.91%	3,269,411	100.00%
OA6: Justice	7,139,175	5,479,188	76.75%	5,479,221	100.00%
OA7: Community	25,067,289	16,054,777	64.05%	16,054,893	100.00%
OA8: Well-being	5,325,463	8,310,474	156.05%	8,310,488	100.00%
OA9: Housing	20,847,357	10,009,609	48.01%	10,009,679	100.00%
OA10: Health	11,123,167	6,433,057	57.83%	6,433,089	100.00%
OA11: Education	6,540,478	5,397,719	82.53%	5,003,002	92.69%
OA12: WASH	11,861,985	3,917,959	33.03%	3,917,995	100.00%
OA13 Livelihood	24,070,031	8,892,265	36.94%	8,892,441	100.00%
OA14: Return	43,237,373	12,237,281	28.30%	12,230,963	99.95%
OA15: Resettle	1,877,684	1,233,244	65.68%	1,233,263	100.00%
OA16: Integrate	7,184,543	5,866,493	81.65%	5,866,733	100.00%
EA18: Support	2,031,687	1,655,207	81.47%	1,655,244	100.00%
EA20: External	1,160,836	1,190,985	102.60%	1,191,001	100.00%
All Outcome Areas		4,251	0.00%		0.00%
Total	225,420,988	107,536,295	47.70%	106,994,284	99.50%





Contributions Trend by Type

3.2. Resources Overview

Despite the financial challenges and insecurity that hampered UNHCR's humanitarian response, the operation in the DRC provided assistance and protection to refugees and asylum-seekers, returnees, and stateless people while equally ensuring the maintenance of an IDP footprint through enhanced support to clusters in order to ensure enhanced, predictable, and quality leadership.

To ensure appropriate standards of delivery, the UNHCR operation in the DRC's already limited level of staffing will be maintained. The Kinshasa Office continued to work with the five Sub-Offices in Aru, Gbadolite, Goma, Kananga, and Kalemie to support a structure that is fit for purpose.

The operation has 449 staff including, 359 men and 90 women. While gender parity is not reached in terms of staffing, UNHCR puts an emphasis on encouraging the application of women in when

drafting job offers. Besides, women hold several senior positions within the operation.

Considering the challenges and size of the country, the office structures and staffing outlined are insufficient to manage the operation and, as a result, the overall implementation of the country's response plan may be affected.

For 2023, efforts are underway through the ongoing staffing review, to align the current staffing structure with the UNHCR five-year plan. This structure will allow the operation to remain responsive, flexible, and agile in view of the current needs of the people we serve.



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