
JOINT STRATEGY

for Enhancing Self-Reliance in
Protracted Refugee Situations



THE UNITED NATIONS HIGH
COMMISSIONER FOR REFUGEES
(UNHCR)



THE UNITED NATIONS WORLD
FOOD PROGRAMME
(WFP)

EXECUTIVE SUMMARY

Almost half of all refugees in the world today are caught in protracted situations. In many cases, there are limited prospects for durable solutions, and refugees remain dependent on ongoing international humanitarian assistance. The average length of displacement is currently estimated at 25 years. Given the trends in conflict and natural disasters, it is likely that increasing numbers of refugees will face similar circumstances in the future. Yet a perpetual 'care and maintenance' approach undermines their dignity and may not be financially sustainable.

In this context, a joint UNHCR/WFP Impact Evaluation examined the agencies' efforts to support self-reliance among refugees and found that there were opportunities to take a more concerted and strategic approach. In response, UNHCR and WFP are launching this 'Joint Strategy for Enhancing Self-Reliance in Protracted Refugee Situations.' The strategy is applicable to all situations in which UNHCR and WFP are jointly assisting refugees in protracted situations and focuses on self-reliance in terms of food and nutrition security.

Guided by a vision of refugees in protracted situations living in dignity and gaining progressively greater self-reliance, the strategy has two complementary components. First, UNHCR and WFP will focus on strengthening the livelihoods of refugees, while ensuring that basic food and nutrition needs are met. Second, UNHCR and WFP will work with governments, host communities, and humanitarian and development partners to create an enabling environment that will allow refugees to use their livelihood assets for greater self-reliance.

To implement this new strategy, UNHCR and WFP will focus on three main steps. They will jointly assess the self-reliance opportunities, shifting from status-based to vulnerability-and-capacity-based targeting and analyzing opportunities and constraints. On the basis of these assessments, they will develop joint action plans that provide realistic goals and context-specific pathways for greater self-reliance. The agencies will then closely monitor and evaluate progress to ensure that any necessary corrections in the approach are implemented in a timely and effective manner.

By adopting this forward-looking strategy, UNHCR and WFP will take a greater leadership role in the search for a new approach to protracted displacement and will work in close partnership with a range of stakeholders including: refugee and host communities; governments; donors; wider UN Country Teams; academia; civil society; the private sector; and international consortia such as the Solutions Alliance. In doing so, the agencies hope to provide a positive example of how to bridge the humanitarian and development divide and better support millions of refugees worldwide.

1. CONTEXT

Nearly half of all refugees in the world today are caught in protracted situations. UNHCR reported that, by the end of 2014, 6.4 million refugees, amounting to 45 percent of refugees under its mandate, were in situations of protracted displacement¹. The average length of displacement of refugees is now estimated to be 25 years, an increase from an average of 9 years in the early 1990s², while the number of protracted refugee situations has risen from 29 in 2008 to 33 in 2014³. In most of these protracted situations, the prospects for durable solutions remain limited, and refugees are reliant on international humanitarian assistance to meet their food and nutrition needs.

Protracted displacement will likely increase in the coming years due to trends in conflict and natural disasters. The proliferation and fragmentation of conflicts, particularly in the Middle East and the Sahel region of Africa, have caused wide-scale displacement and will likely continue to force people to seek asylum across borders. At the same time, climate change may increase the number and severity of natural hazards, leading to more disasters such as Typhoon Haiyan in the Philippines and the Ebola crisis in West Africa. Taken together, the increased conflict and natural disasters will contribute to more refugees in protracted situations in the future.

In this context, the current 'care and maintenance' approach presents two principal challenges. First, it undermines the dignity of refugees by not allowing them to utilize their full potential. Many refugees have considerable capacities and skills that would permit them to become more self-reliant and benefit countries of asylum, but are unable to make these contributions under a care and maintenance approach. Second, the cost of ongoing assistance may be financially unsustainable. Not only have the number of refugees increased, but total humanitarian needs have risen dramatically, making it difficult for donor countries to provide adequate levels of assistance.

As a result, there is growing interest and momentum among policy-makers and practitioners to support self-reliance in protracted refugee situations by bridging the humanitarian and development divide. The Solutions Alliance has provided a forum for governments, donors, academics, the United Nations, and NGOs to discuss the latest thinking and approaches. Universities in both developing and developed countries have been engaged in research on the challenges and opportunities for self-reliance. Development actors, including the World Bank and UNDP, are exploring how they might be able to contribute to these efforts.

Within this evolving context, UNHCR and WFP commissioned an independent impact evaluation into the contribution of food assistance to durable solutions in protracted refugee situations in 2012. Using a mixed-method approach, the Evaluation looked at four specific protracted contexts in which UNHCR and WFP were jointly operating: Bangladesh, Chad, Ethiopia and Rwanda. While recognizing the positive effects of humanitarian food assistance on addressing the immediate food security and nutrition needs of refugees, the Evaluation found little evidence of a transition towards increased self-reliance in the case study countries.

The Evaluation directed its recommendations to a number of different stakeholders, including donor countries, the United Nations Coordination Teams (UNCTs), and UNHCR and WFP. It suggested that donors need to find new ways to finance self-reliance, while UNCTs should provide mechanisms for addressing refugee issues more systematically. For UNHCR and WFP, it recommended that the agencies jointly develop a new approach to assistance in protracted contexts to better support refugee

¹ UNHCR 2015, UNHCR Global Trends 2014

² PRS Project website coordinated by the Refugee Studies Centre, University of Oxford, <http://www.prsproject.org>

³ UNHCR 2015, UNHCR Global Trends 2014/UNHCR 2009, UNHCR Global Trends 2008

self-reliance. This Joint Strategy and the accompanying Operational Framework represent the fulfilment of this recommendation.

2. AGENCY ROLES AND COMPARATIVE ADVANTAGES

UNHCR and WFP have, for many years, been at the forefront of the international humanitarian system's work in protracted refugee situations. Working together, the agencies are uniquely positioned to take forward this issue.

➤ UNHCR

Within the United Nations (UN) system, UNHCR holds the protection mandate for refugees and is the lead agency with respect to normative policy and legal issues related to refugees. UNHCR is working using multi-sectoral approaches and addressing the interests and requirements of host states and host communities, and the sharing of responsibilities between states, UNHCR and the broader UN system. Additionally, since the adoption of Executive Committee (ExCom) Conclusion on protracted refugee situations in 2009, UNHCR has corporately shifted from a 'care and maintenance' approach to a 'self-reliance model'. As part of this shift, UNHCR has developed its capacity in the area of refugee livelihoods. UNHCR released a market-oriented, data-driven Global Livelihood Strategy (2014-2018)⁴ to guide its work on livelihoods and has also adopted Minimum Criteria for Livelihoods Programming⁵ as well as its "Alternatives to Camps" policy and other documents detailing key principles of livelihood programming⁶. UNHCR is currently piloting the Graduation model, a targeted, sequenced and time bound approach to livelihoods support including assessment, training, support for wage and self-employment, access to finance, and mentoring.

➤ WFP

Within the UN system, WFP is the lead food assistance agency, covering both refugee- and non-refugee settings. As set out in its Mission Statement and its 2014-2017 Global Strategic Plan, WFP uses food assistance to serve both relief and development purposes and to contribute to the achievement of Zero Hunger. Given its strong experience in emergency response and its innovative approaches to development work, it is particularly well-placed to help bridge the humanitarian and development divide in addressing the food and nutrition needs of refugees. It has corporate expertise in Vulnerability Analysis and Mapping (VAM) in both contexts and can draw upon a range of humanitarian and development tools, including general distributions, nutrition assistance, livelihood asset-creation, risk insurance, and supply chain interventions that link small-scale producers to markets. It also has different transfer modalities at its disposal, such as food and cash-based transfers, which can be selected based on the context.

➤ The partnership

This Joint Strategy is aligned with the existing joint agency commitments of UNHCR and WFP, which are formalized through a global MOU⁷. According to the MOU, UNHCR and WFP are jointly committed,

⁴ UNHCR 2014, Global Strategy for Livelihoods 2014-2015

⁵ <http://www.unhcr.org/54fd6cbe9.html>

⁶ These documents include: UNHCR 2005 Handbook for Self-reliance; UNHCR 2009 Policy on Refugee Protection and Solutions in Urban Areas; UNHCR 2011 Promoting Livelihoods and Self-reliance: Operational Guidance on Refugee Protection and Solutions in Urban Areas; Investing in Solutions: A Practical Guide for the Use of Microfinance in UNHCR Operations.

⁷ UNHCR/WFP Global Memorandum of Understanding (MOU)

among other points, to: profiling refugee households based on vulnerability and capacity; taking context-relevant steps to promote self-reliance in refugee households; gradually phasing out assistance as self-reliance increases; ensuring that no humanitarian needs are neglected; and working in a coordinated and complementary manner to these ends.

3. PURPOSE

The purpose of the Joint Strategy is to set the parameters for a renewed inter-agency collaboration between UNHCR and WFP on self-reliance for food security and nutrition in protracted refugee situations. The Joint Strategy should be read in conjunction with the Operational Framework, which explains how the Strategy will be operationalized over the first five years.

4. SCOPE

This Joint Strategy focuses on:

- Refugees: Although many of the issues discussed in this Joint Strategy apply to IDPs, the approach has been tailored to the specific considerations of working with refugees, including their unique legal status.
- Host communities: The Joint Strategy acknowledges that efforts to promote self-reliance in refugee populations need to consider the socio-economic dynamics that exist with host communities and be sensitive to any tensions that might be present in the local context.
- Protracted situations: While self-reliance efforts should begin during the initial phase of displacement, currently the most significant challenge is identifying ways to support refugees in protracted refugee situations to meet more of their food and nutrition needs.
- All environments in which refugees are residing: The Joint Strategy applies to refugee camps and settlements as well as to out-of-camp situations in both rural and urban contexts, recognizing that the opportunities and challenges vary widely depending on the situation.
- Self-reliance for food and nutrition needs: The ability of refugees to meet their food and nutrition needs is an important component of self-reliance and is where the mandates of the two agencies are complementary. The Strategy therefore focuses on this facet of self-reliance, while recognizing that there are other important elements of self-reliance and other areas of overlap in the work of the agencies as outlined in the MOU.

5. VISION

UNHCR and WFP have a shared vision, in which refugees in protracted situations live in dignity and progressively attain greater self-reliance in food security and nutrition, while working to achieve the ultimate goal of durable solutions.

6. OBJECTIVES

This Joint Strategy sets out two objectives that will be pursued concurrently by UNHCR and WFP in order to promote the self-reliance of refugees in protracted situations.

- 1) Strengthen livelihoods while ensuring basic food and nutrition needs are met
- 2) Encourage an enabling environment for increased self-reliance for refugees

These objectives are complementary: refugees require both strengthened livelihood assets and the opportunities to utilize those assets in an enabling environment, in order to achieve greater self-reliance for food security and nutrition. UNCHR and WFP will work on both objectives in concert in order to achieve the overall vision.

OBJECTIVE 1

Strengthen livelihoods while ensuring basic food and nutrition needs are met

In order to become self-reliant, refugees must have strengthened livelihoods that enable them to meet more of their food and nutrition needs on their own in their particular context. However, it is also recognized that increased self-reliance takes time and that continued humanitarian assistance will provide a critical foundation for these efforts.

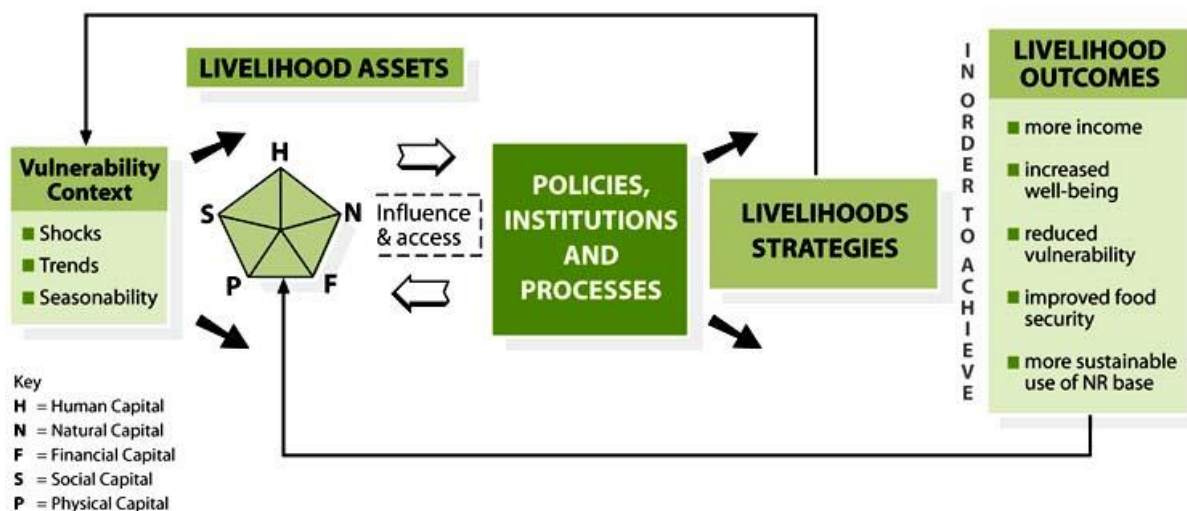
➤ Strengthen livelihoods

Refugees are situated in a variety of environments: sometimes concentrated in rural camps, other times dispersed in urban settings; sometimes governed by restrictive legal and policy frameworks, other times by more progressive ones. Recognizing the constraints and opportunities of different environments, UNHCR and WFP will work in close collaboration with refugees to identify the most viable pathways for transitioning towards greater self-reliance for food security and nutrition. The approach will look at livelihoods in a holistic manner and explore different possibilities for increasing human, natural, physical, economic, and social capital (see Figure 2) that are appropriate and feasible in a given context. In situations with a strong enabling environment, the emphasis may be on financial and human capital, supporting income-generating activities, offering mobile banking and micro-finance, and helping refugees participate more actively in the labor market. In other environments, pathways might focus on the development of physical capital such as roads linking refugees and host communities to markets. Even in seemingly constrained environments, pathways might work towards longer-term self-reliance by supporting human capital such as good nutrition and educational opportunities.

➤ Provide humanitarian assistance

The continued provision of adequate humanitarian food security and nutrition support is a critical foundation for efforts to enhance self-reliance. First, self-reliance is a longer-term, sometimes incremental process. Humanitarian assistance will be critical to ensuring that refugees, especially the most vulnerable, are able to meet their food and nutrition needs. Second, humanitarian assistance in the form of food or cash-based transfers can provide a safety net that permits refugees to take prudent risks to improve their livelihoods. Knowing that they have assistance, refugees may be able to explore new ways to meet their own needs. Finally, if focused on good nutrition, the assistance can help to build human capital through greater physical and mental capacity and contribute to longer-term self-reliance.

FIGURE 2
*Sustainable Livelihood Framework*⁸



OBJECTIVE 2
Encourage an enabling environment for increased self-reliance

While it is important to strengthen livelihood assets, refugees must be able to utilize these assets in an enabling environment if they are to become self-reliant in food security and nutrition. UNHCR and WFP will engage with governments, host communities, and humanitarian and development partners to expand the opportunities and reduce the constraints for refugees.

➤ Engage with governments

The potential of UNHCR and WFP to promote refugee self-reliance is limited compared to the significant impact that could be achieved through changes in a country of asylum’s legal and policy framework. Key provisions that contribute to promoting self-reliance include allowing employment in formal and informal sectors, freedom of movement, access to resources such as land, and integration into national safety nets and national development plans. Yet governments may face challenging dilemmas, including security-related concerns, which make them hesitant to change the existing frameworks. UNHCR and WFP have a role to play in creating space for an informed discussion on these issues and supporting governments, in a constructive manner, to think through policy options. Possibilities include supporting cost-benefit analyses of different policy choices and facilitating South-South cooperation between governments on refugee policies (see Case Study 1). The roles played by UNHCR and WFP will be context-specific and will build upon each agencies’ existing relations with the government.

⁸ Adapted from the Sustainable Livelihoods Framework of the Department of International Development (DFID)

Case Study 1: Facilitating South-South Cooperation between Bangladesh and Turkey

In 2013, UNHCR and WFP jointly accompanied a senior delegation from the Government of Bangladesh on a study tour to the Syrian refugee camps in Turkey. During the study tour, the Bangladeshi delegation had the opportunity to view the electronic food voucher system that had recently been set-up in the Syrian refugee camps and hold discussions with their Turkish counterparts. Upon their return, the Government of Bangladesh formally requested UNHCR and WFP to introduce a similar system into the camps for Myanmar refugees in the south-east of their own country.

➤ Engage with host communities

To support self-reliance in food security and nutrition, UNHCR and WFP will work to build positive relations between host communities and refugees by mitigating tensions and where possible creating 'win-win' situations (see Case Study 2). In camp situations, for example, it may be possible to mitigate tensions by finding sustainable solutions to refugees' energy needs so that they no longer cut down trees in the surrounding area, or to compensate local communities by planting more trees. Aligning the interests of refugee and host communities could involve employing local labourers for the building and upkeep of refugee living facilities, or the use of market integrated approaches for delivering assistance to refugees – such as cash-based transfers – that could bring economic benefits to both communities.

Case Study 2: Working with Both Refugee and Host Communities in Uganda

For over five decades, Uganda has been generously hosting refugees and asylum seekers. Refugees in Uganda have some of the best prospects for self-reliance. The challenge, however, is to convert this potential into reality. UNHCR, WFP and partners have been working together to help refugees take advantage of these opportunities.

In 2014, UNHCR and WFP jointly launched a new programme to enable refugee farmers to engage more actively and profitably in the thriving agricultural economy found outside the refugee camps. Having received land for cultivation by the host government, refugees are now being given training in post-harvest handling and storage equipment. Farmers from the host community are also being provided with the same assistance. Through this more inclusive approach, UNHCR and WFP are reducing tension between the two communities and ensuring that the benefits are shared equally.

At the same time, UNHCR is working with the Government of Uganda, the World Bank and other partners to strengthen the self-reliance and resilience of both refugees and host communities through another project, the *Refugee and Host Population Empowerment initiative (ReHoPE)*, a self-reliance and resilience strategic framework for refugee and host communities, which aims to facilitate the gradual transition from humanitarian to development programming in refugee-impacted districts. This goal will be achieved through joint analysis, collective advocacy, integrated service delivery, and joint resource mobilization.

➤ Engage with humanitarian and development partners

UNHCR and WFP will also work in partnership with other humanitarian and development actors to expand opportunities for refugee self-reliance in food security and nutrition. A wider partnership will be more effective in advocating for appropriate changes in the legal and policy frameworks of

countries of asylum. Working through the UNCT, UNHCR and WFP will also jointly advocate for space to be created within future United Nations Development Assistance Frameworks (UNDAFs) for refugee self-reliance to be addressed in a system-wide manner. As part of these discussions, other UN agencies with complementary mandates and expertise will be encouraged to align their efforts with the self-reliance approach. In addition, UNHCR and WFP will engage the World Bank and other partners to better incorporate refugee issues into the design of large-scale development initiatives and national poverty reduction strategies.

7. IMPLEMENTATION APPROACH

The implementation approach will involve three key steps: assess the self-reliance opportunities, develop joint plans of action, and monitor and evaluate.

➤ Assess self-reliance opportunities

The joint assessment of self-reliance opportunities will focus on two levels: vulnerabilities and capacities of refugee populations, and opportunities and constraints on self-reliance that exist in the current context. This will involve a range of different types of assessments and analysis and will be conducted under the umbrella mechanism of the Joint Assessment Missions (JAMs).

Recognizing that refugee populations are not homogenous, UNHCR and WFP will carry out assessments of the vulnerabilities and capacities of refugee populations. The assessments will permit a shift from status- to vulnerability-and-capacity-based targeting. In the past, all refugees received food and nutrition assistance based on their status as refugees. But under the new approach, the humanitarian assistance will be targeted to those with verified needs. The assessment of capacities will provide the foundation for programmes to strengthen livelihood assets. In carrying out these assessments, UNHCR and WFP will use approaches recognized by the global community of practice such as the sustainable livelihoods framework and the Minimum Economic Recovery Standards. They will also ensure that refugees contribute to shaping an approach to 'self-reliance' that is reflective of their experiences and aspirations and that considers the diversity of the populations in terms of age, sex, and disability.

Case Study 3: Vulnerability-Based Targeting of Refugee Households in Chad

In 2014 and 2015, UNHCR, WFP, and the Government of Chad Refugee Coordination Agency jointly implemented a re-profiling exercise of refugee households living in seven out of a total of seventeen camps in Chad. The exercise resulted in refugee households being grouped into four different and contextually-appropriate categories: 1) "Very Poor"; 2) "Poor"; 3) "Middle-class" and; 4) "Well-off". While there were challenges and lessons learned from the experience, assistance strategies are now being tailored according to the vulnerabilities and capacities of each group.

At the same time, UNHCR and WFP will reexamine the broader environment to obtain a comprehensive understanding of the opportunities and constraints that could 'enable' self-reliance. This analysis will consider the legal and policy context in the country, which helps determine whether refugees have the right to work, own land, move freely, and access financial services. It will also examine relationships with the host communities, identifying possible areas of tension and opportunities for mutual benefit, and explore the potential integration of refugee issues into the work of other humanitarian and development partners.

➤ Develop Joint Plans of Action

Based on the assessments, UNHCR and WFP will develop Joint Plans of Action (JPAs)⁹ that will: identify realistic goals; describe the most appropriate pathways towards greater self-reliance in food security and nutrition for the context; and make linkages to other development plans and opportunities. These JPAs will guide implementation efforts.

The goals for self-reliance promotion will need to be clear and specific and linked to indicators and benchmarks that can be measured to assess progress. However, they will need to take into account the different vulnerabilities and capabilities of groups within a wider refugee population and be adjusted to what is realistic in a particular context. The pathways to self-reliance in food security and nutrition will represent a combination of efforts to both strengthen livelihood assets, while meeting humanitarian needs, and create a more enabling environment through engagement with governments, host communities, and development partners (see Case Studies 4 and 5).

The JPAs will not be created in isolation and will outline linkages to other ongoing programmes that are being implemented by the government, UN agencies, private sector, and others in the development sphere. For instance, the Food and Agricultural Organization (FAO) may be able to offer technical assistance to refugee farmers through its regular portfolio. In urban settings, the United Nations Development Programme (UNDP) and the United Nations Human Settlements Programme (UN-Habitat) might have relevant programmes. At the same time, JPAs will work to integrate refugees into the local and national economy in order to achieve more sustainable results.

Case Study 4: Application of the ‘Graduation Model’ in Ecuador

Since 2014, UNHCR has been coordinating with WFP in Ecuador to implement Graduation Model. In certain settings where both agencies are present, WFP provides food assistance, and UNHCR concurrently works on providing essential livelihoods support to refugees to prevent them from slipping back into poverty and food insecurity. In 2016, the Graduation Model approach will be embedded into UNHCR’s case management system throughout the entire country.

Case study 5: Enhancing the Livelihood Assets of Refugee Women in South Sudan

In 2015, UNHCR and WFP jointly launched a new self-reliance initiative targeting refugee women in the south-eastern part of South Sudan. Following a robust analysis of the constraints and opportunities in the local context, refugee women are now being provided with a holistic package of support that is designed to enhance their: 1) “Financial capital”, by helping them to establish micro enterprises; 2) “Human capital”, by providing them with financial literacy training; and, 3) “Social capital”, by forming them into savings and loans associations.

➤ Monitor and Evaluate

UNHCR and WFP will jointly monitor the implementation of the strategy. In addition to their own regular monitoring of activities, the agencies will use the already established Joint Assessment Mission (JAM) mechanism to assess progress and will adjust the terms of reference for JAM missions to reflect this function. The monitoring will not only examine refugees currently receiving assistance, but will

⁹ The Joint Plan of Action (JPA) is an existing, country-level coordination tool for UNHCR and WFP which is referred to in the Global Memorandum of Understanding and which follows directly from a Joint Assessment Mission (JAM).

also assess those who have been phased out of UNHCR and WFP's programmes, in order to ensure that their situation has not unexpectedly deteriorated.

During an initial five-year period, UNHCR and WFP will jointly commission a mid-term, formative evaluation and a final impact evaluation of their joint efforts under this strategy, which will be handled through their respective Offices of the Evaluation¹⁰. The evaluations will serve the dual purposes of accountability and learning. UNHCR and WFP will make any necessary adjustments to this global strategy based on the recommendations of these evaluations.

7. GUIDING PRINCIPLES

The Joint Strategy will be guided by the following principles:

- The principles of humanitarian action: UNHCR and WFP will uphold the principles of humanity, impartiality and neutrality and will maintain their operational independence in accordance with their mandates. When implementing this strategy, the agencies will work to ensure that no humanitarian food and nutrition needs are neglected.
- A spirit of collaboration: UNHCR and WFP will work collaboratively with each other in a manner that is respectful of individual agency mandates and builds upon each agency's strengths. At the same time, the agencies will work together to strengthen relationships with the governments of countries of asylum and to bring in other partners.
- Results orientation: UNHCR and WFP will work to demonstrate progress in promoting refugee self-reliance, including through the establishment of clear, measurable parameters that can be monitored and evaluated.
- Context-sensitivity: UNHCR and WFP's efforts will be country-led and will be as sensitive as possible to opportunities and constraints that are specific to the local and national context.
- Accountability to affected populations: Throughout this process, UNHCR and WFP will make every effort to ensure that refugees are provided with relevant information, given the opportunity to participate in decision-making, and have access to a functioning complaints and feedback mechanisms.
- Protection: UNHCR and WFP will work to ensure that activities aimed at enhancing refugee self-reliance are promoted in a manner that contributes to the protection of refugees and, at the very least, does not expose them to further harm.
- Durable Solutions: The joint efforts of UNHCR and WFP to promote self-reliance for food security and nutrition will be seen as contributing to the larger efforts to achieve durable solutions for refugees.

¹⁰ See Operational Framework

8. COORDINATION MECHANISMS

The existing Global MOU between UNHCR and WFP outlines clear coordination commitments and mechanisms, which can be activated for the purpose of implementing this Strategy.

- Local/country level: In accordance with article 4.1 of the MOU and as outlined above, coordination at the sub-national and national level will take place around the existing Joint Assessment Mission (JAM) and Joint Plan of Action (JPA) and mechanisms. The country-level coordination mechanism will also be responsible for taking forward some of the strategic-level engagements with the country of asylum on refugee policy issues.
- Regional level: In accordance with article 4.2 of the MOU, progress at the country level on JPAs/JAMs will be communicated to UNHCR and WFP's respective regional coordination structures at least twice per year. The regional-level coordination structures will be responsible for reaching out to regional-level entities, such as the African Union (AU), the Arab League and the Asian Development Bank (ADB) and the Organization of American States (OAS) and, where appropriate, making proposals regarding opportunities for South-South cooperation.
- Global level: In accordance with article 4.2 of the MOU, two high-level annual meetings are held between UNHCR and WFP. Any issue related to the Joint Strategy requiring attention from a corporate perspective will be escalated within agencies, so that they can be addressed in this forum. In addition, a global-level working group will have responsibility for reaching out to important global-level entities, such as the Solutions Alliance, Inter-Agency Standing Committee (IASC) and the Bretton Woods institutions.

9. PARTNERSHIPS

In order to deliver this Joint Strategy, UNHCR and WFP will work in partnership with a wide range of different stakeholders including but not limited to: refugee and host communities; governments of countries of asylum; humanitarian and development donors; wider UNCTs; academic and research institutions; non-governmental organizations and broader civil society; and the private sector. UNHCR and WFP will also seek to work directly with other UN agencies, especially those specialized in protection, development and gender issues, in order to deliver this strategy.

10. ASSUMPTIONS

The success of the Joint Strategy rests on three over-arching assumptions:

- Sufficient commitment from the governments of countries of asylum: The success of this Joint Strategy will, in large part, be determined by the level of receptiveness that exists within the host governments to support the re-orientation of operations and to engage in constructive policy dialogue on adapting legal and policy frameworks to allow for greater opportunities for refugees.
- Adequate investment and flexibility from donors: The promotion of self-reliance will require a significant, upfront investment that is sustained for a number of years. The success of this Joint Strategy assumes, therefore, that UNHCR and WFP are provided with adequate, predictable and multi-year financial assistance from the donor community. This may require

actions to remove bureaucratic impediments and ensure that administrative arrangements are supportive of the promotion of self-reliance in food security and nutrition.

- Realistic expectations: Even with the necessary political commitment and financial support, it will be challenging to take forward this agenda. In many countries refugee camps are located in environments where infrastructure is poor, basic social services are weak or absent and where there are only very limited livelihood opportunities. It is therefore important to have a shared recognition of the challenges as well as the opportunities going forward.

DRAFT

LIST OF ACRONYMS

ADB	Asian Development Bank
AU	African Union
CFM	Complaints and Feedback Mechanism
ExCom	Executive Committee of the UNHCR
FAO	The Food and Agricultural Organization of the United Nations
IASC	Inter-Agency Standing Committee
IDP	Internally Displaced Person
JAM	Joint Assessment Missions
JPA	Joint Plan of Action
MOU	Memorandum of Understanding
OAS	Organization of American States
UN	United Nations
UNCT	United Nations Coordination Team
UNDAF	United Nations Development Assistance Framework
UNDP	The United Nations Development Programme
UN-Habitat	The United Nations Human Settlements Programme
UNHCR	The United Nations High Commissioner for Refugees
WFP	The United Nations World Food Programme

DEFINITIONS OF KEY CONCEPTS

Concept	Definition
Durable solutions	Voluntary repatriation, local integration, or resettlement to a third country in situations where it is impossible for a person to return to their country of origin or remain in the host country
Protracted refugee situation	Situations in which 25,000 or more refugees from the same nationality have been in exile for 5 years or more after their initial displacement, without immediate prospects for implementation of durable solutions ¹¹ .
Self-reliance	The ability of individuals, households or communities to meet their essential needs and enjoy social and economic rights in a sustainable manner and with dignity ¹² .

¹¹ UHNCR Conclusion on Protracted Refugee Situations, N. 109(LXI) – 2009 <http://www.unhcr.org/4b332bca9.html>

¹² UNHCR 2014, Global Strategy for Livelihoods 2014-2015