

THE SOLUTIONS CAPITAL INITIATIVE



Realizing the Potential of Multi-Year,
Multi-Partner Planning

SOLUTIONS CAPITAL

In the spirit of the New York Declaration and the consultations leading to the Global Compact on Refugees as well as the commitments made as part of the Grand Bargain, UNHCR proposes Solutions Capital - a donor pact. As part of this Pact, UNHCR is seeking additional funds to enable a select group of operations to implement their Multi-Year and Multi-Partner (MYMP) strategies. **MYMP strategies empower UNHCR's field operations to be an effective catalyst for comprehensive responses and to more efficiently use resources over time.** With additional funds, UNHCR will be able to reinforce systems, tools and guidance to build MYMP perspectives into its planning and budgeting processes. These lessons will also be integral for the revision of UNHCR's Results Based Management System.

In support of this learning process, the Pact includes monitoring based on a newly designed results framework along with an evaluation. Reports based on the results framework will be compiled and complemented by products prepared as part of the evaluation. Key elements of the monitoring and evaluation will be use of a theory of change and increased focus on outcomes in planning processes along with exploring assumptions about longer-term planning. The impact of multi-year funding will also be assessed.

Activation of this donor pact entails expressed donor commitment to:

- **Contribute in 2019 at least an additional US\$ 3 million ideally in January; and**
- **Contribute or pledge to contribute the same in 2020 and 2021.**

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Credits: @UNHCR: South Sudanese refugees who have fled from war.

A New Deal for Refugees

How can the world better share responsibility for refugees?

UNHCR and the international community are currently working on a new deal for refugees.

Known as the global compact on refugees, it aims to improve the international response to new and existing refugee situations.

The compact seeks to ensure that refugees and the people hosting them receive the support they need.



Glossary

Economic Inclusion refers to everyone, regardless of citizenship, having the right to work, and Governments are obliged to take progressive measures to safeguard this right. Non-citizens, who are lawfully present in a State, are entitled to the same treatment as enjoyed by citizens in the realm of employment and work.

Financial Inclusion is the combination of knowledge, skills and self-efficacy needed to make and exercise money management decisions that best fit the circumstances of one's life.

Graduation Approach is a poverty-reduction model that aims to “graduate” people in rural areas out of poverty through a sequenced combination of interventions.

Multi-year multi-partner protection and solutions strategies are envisaged to cover a period of three to five years bringing together the full range of national and international partners and stakeholders to plan for a longer-term vision which leverages all comparative advantages to tackle and resolve protection and solution challenges in a sustainable way for all persons of concern.

In September 2016, the UN General Assembly adopted a set of commitments to enhance the manner in which the international community addressed human mobility known as the **New York Declaration for Refugees and Migrants**. Through the Declaration, States agreed that the responsibility for protecting those who are forced to flee and supporting the countries that shelter them must be shared more equitably and predictably.

This **Comprehensive Refugee Response Framework (CRRF)**, adopted as part of the **New York Declaration**, is now being applied in a range of specific situations. Under the lead of host governments, the CRRF builds on a whole of government approach with the support of a broad range of stakeholders including existing and new partnerships with development actors, local and international civil society and the private sector.

The Declaration gave UNHCR the task of building upon the practical implementation of the CRRF to develop a ‘**global compact on refugees**’ (**GCR**). Following a two-year process of consultation with Member States and other relevant stakeholders, the focus will shift in 2019 from the compact's elaboration to its implementation. The compact's four key objectives mirror those of the CRRF. The compact includes the CRRF as an integral part, complemented by a programme of action with global and context-specific arrangements to operationalize comprehensive responses in a more systematic and sustainable manner.

Outcomes describe intended changes in capacities and behaviours of institutions, local communities and people of concern. Results at the Outcome level are not solely within UNHCR's accountability but are achieved jointly with partner organizations and entities, including governments. UNHCR will introduce outcomes within its results framework as part of the RBM revision process.

Outputs describe changes in skills, abilities or capacities in people of concern or institutions, or availability of products or service and are within UNHCR's control. The outputs in MYMP strategies draw upon and complement those in UNHCR's results framework.

Theory of change is a method that explains how a given intervention, or set of interventions, are expected to lead to a specific change, drawing on a causal analysis based on available evidence.

“The global compact on refugees is not the end, but rather the beginning, of a process that will allow a continuation of the dialogue. It is a working tool that creates the space for all of us to work towards stronger mechanisms for fair sharing of burdens and responsibilities. It is an architecture of support.”

Volker Türk

UNHCR’s Assistant High Commissioner for Protection

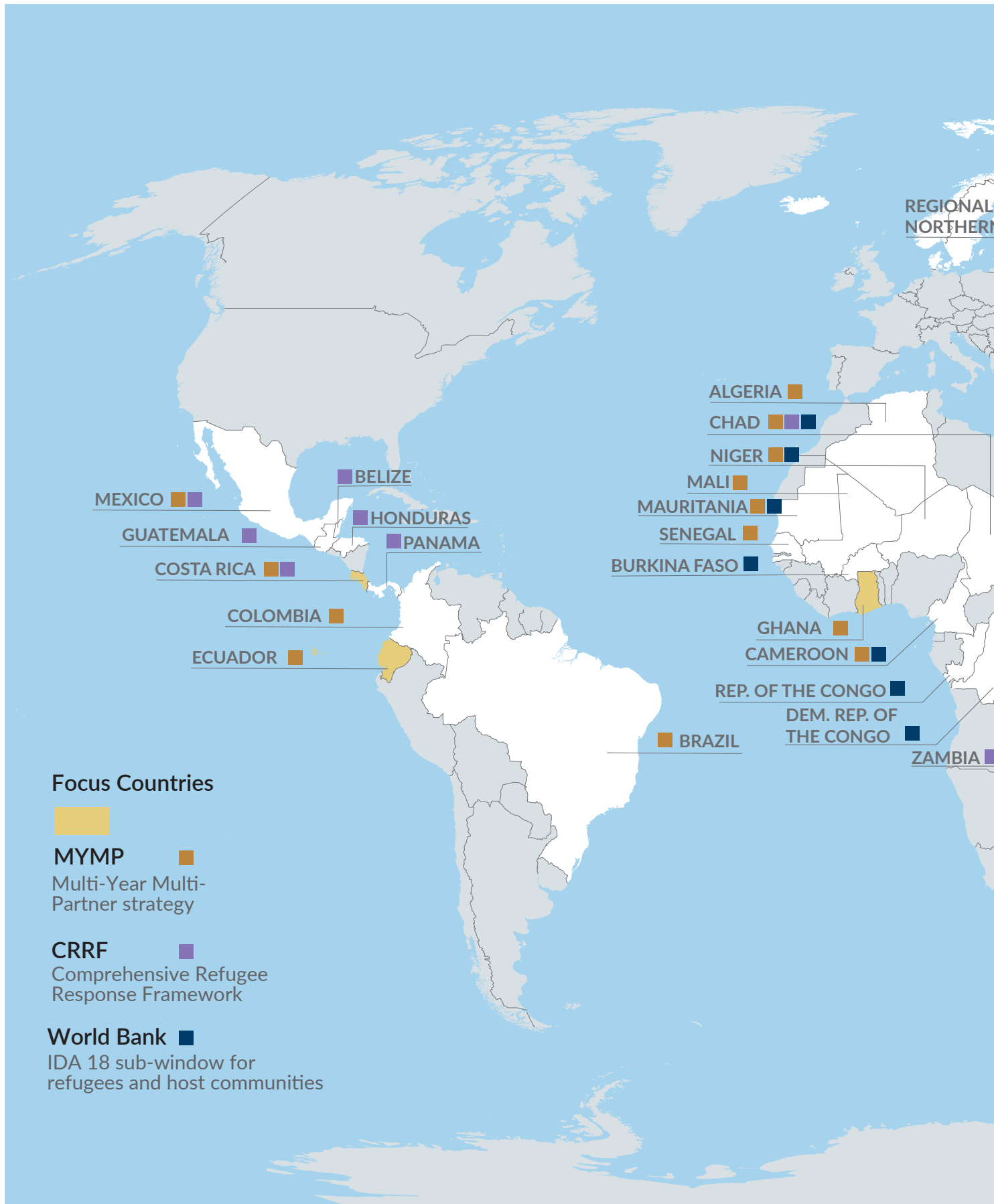
Introduction

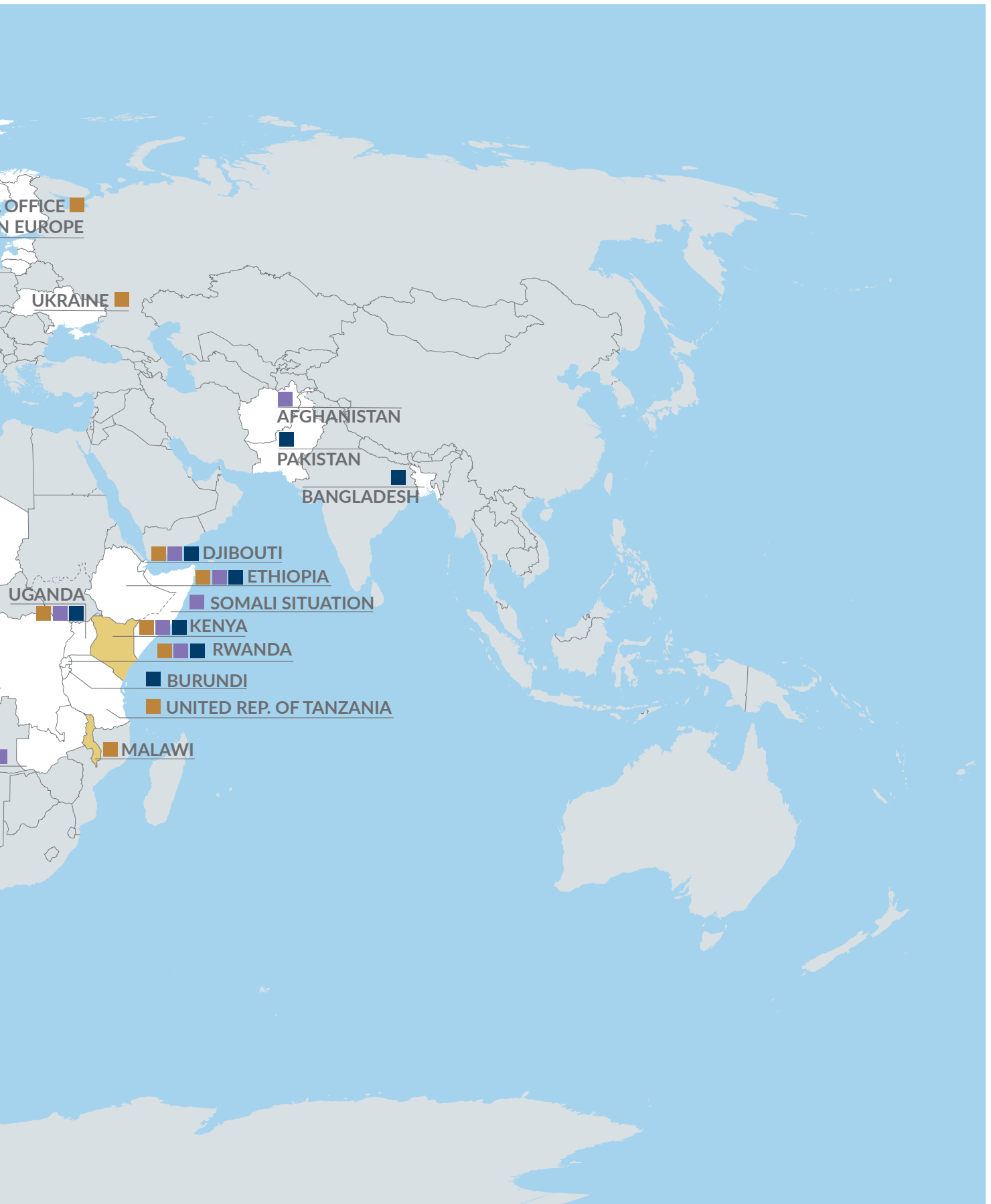
UNHCR has made an institutional commitment to building MYMP perspectives into its planning and budgeting processes. This vision is anchored in UNHCR’s Strategic Directions 2017–2021 and has been put into practice in 22 operations. The aim is to enable work towards longer-term transformative changes for people of concern (PoC) and local communities based on inclusive and coordinated strategy development with Governments and a broad range of partners. **This move strengthens UNHCR’s support to the application of comprehensive responses, as outlined in the New York Declaration and envisaged for further operationalization through the global compact on refugees and the context-specific mechanisms it entails.** MYMP strategies enable field operations to define UNHCR’s role and specific contributions to the application of comprehensive responses at country level.

Comprehensive responses build on government-led, multi-stakeholder approaches that incorporate the needs and capabilities of refugees and their host communities alongside the resources of a broad network of stakeholders. In keeping with its Grand Bargain Commitment, UNHCR’s field operations are using three to five-year MYMP strategies empower UNHCR to be an effective catalyst for comprehensive responses, and to more efficiently use resources over time.

The 22 operations with MYMP strategies are adapting programmes to weave in the concept of longer-term change. They have mapped and engage a broad network of stakeholders namely across national and local government, national and international civil society, regional and international organisations, humanitarians, development actors, International Financial institutions (IFIs) and the private sector. Operations have defined a longer-term vision for addressing protection and solution problems and identified the incremental changes needed to achieve this vision in a way that aims to leverage the comparative advantages of this network. This approach provides flexibility and space for UNHCR to align its plans with those of development and peacebuilding actors, and focus support on inclusion of PoC in national services, systems and civil society.

In 2016 six operations piloted MYMP strategies. In 2017 UNHCR expanded the approach to a further 16 operations focusing on countries that are applying the CRRF and/or which the World Bank is considering for funding under the IDA 18 sub-window for refugees and host communities (a new concessional financing facility to support lower-income refugee-hosting countries). The following global map shows the countries in which UNHCR has prepared a MYMP, a CRRF is being applied and those the World Bank is considering for funding under the IDA 18 sub-window. Regional maps can be found later in the document introducing the two regional sections of this document.





The Learning Process

The main focus now is on adapting UNHCR's planning and programming tools for the MYMP. Lessons gleaned to date are central to strengthening this tool. These lessons are also integral to the revision of UNHCR's Results Based Management (RBM) System which will frame how operations develop a theory of change focusing on impacts in future. The learning process continues as operations move into the second and third years of implementing their strategies, however, insufficient and unpredictable funding hinders their potential to maximize efficiencies and fully test the benefits of the MYMP approach to leading to the following:

- Fragmented approaches in implementing a strategy,
- Unfulfilled partnerships with new stakeholders, and
- Curtailed efforts to transform care and maintenance programmes into protection and solution oriented programming.

The Donor Pact

To advance the shift towards MYMP programming and the corresponding revision of UNHCR's planning and programming cycle UNHCR is proposing a donor pact titled Solutions Capital. This pact aims to mobilize additional funding for a select group of MYMP operations: Costa Rica, Ecuador, Ghana, Kenya and Malawi. The operations have been carefully selected primarily based on the strength of their strategy and the different scenarios they each face. The funding levels for these five operations in 2017 ranged between 38 per cent to 67 per cent. All operations benefited from softly earmarked and unearmarked contributions with the smaller operations being essentially entirely dependent softly earmarked and unearmarked.

The following chapters of this document provide an overview of these five operations' MYMP strategies highlight how they contribute to the application of comprehensive responses in line with the New York Declaration and as envisaged in the global compact on refugees. These chapters also include theory of change graphics that illustrate the changes needed by UNHCR (outputs) and other stakeholders (anticipated outcomes) to realize their respective strategic visions. Each country chapter concludes with the newly designed results framework.

Monitoring & Evaluation

预览已结束，完整报告链接和二维码如下：

https://www.yunbaogao.cn/report/index/report?reportId=5_18059

