**Leading in a climate of change**

**Summary**

This note outlines elements for UNHCR’s growth in internal displacement contexts.

1- UNHCR should increase its Operating Level by 1,95 BN USD over the next three years to respond in Internal Displacement operations, with a package of 5 services to be implemented on an area-based approach basis.

2- As a cluster lead, UNHCR should be the go-to agency for the protection analysis the forefront champion of local actor’s capacity building.

3- UNHCR should consolidate its global and regional functions and services working on internal displacement contexts into a clear recognized powerhouse as a strategic move and external signal.

**1. Context**

Attention on addressing humanitarian needs and finding solutions to internal displacement contexts is high on the international agenda. UNHCR is well positioned and expected to have a clear contribution in leading and filling operational and leadership gap.

The timing is ripe for a visible scale up and show of leadership considering system-wide global climate action concerns; the IDP High Level Panel Report emphasizing, among other issues, a strengthened focus on solutions; A Call to Action from Human Rights and ongoing calls for a Cluster System and wider humanitarian architecture review that addresses silos and humanitarian-peace-development nexus concerns.

**2. Vision**

Put to action a decisive and predictable engagement in situations of internal displacement as part of our protection and solutions leadership role in humanitarian crises in line with the IDP Policy.

**3. Objective & approach**

Reaffirm UNHCR leadership by scaling up its footprint in protection, shelter and CCCM response through a triangle:

(i) Coverage: addressing a defined percentage of the needs in operations.

(ii) Quality: implement a consistent, easily presentable, package of interventions and

(iii) Leadership: be go-to agency for context understanding and responsiveness

**Coverage: addressing a defined percentage of the needs in operations**

We should implement at least 25% of humanitarian programmes in protection, shelter and CCCM requiring an increase of 1,95 BN USD of “Operating Level” over the next 3 years.

The Humanitarian Response Plans ask in 2020 is 20.8 B USD: 1.586 B for Protection (7.6%), 1.49 B for Shelter (6.7%), 187.8 M[[1]](#footnote-1) for CCCM (1%). This totals 3.26 B for UNHCR led clusters (15.6% of the whole HRP).

UNHCR asked in 2020 for 3.244 B USD: 1.586 B for Protection, 1.49 B for Shelter and 166.8 M for CCCM. UNHCR received in 2020 1.05 BN USD: 424.16 M for Protection, 569.4 M for Shelter and 53.21 M for CCCM, this represents 32% of the overall received (total ask for 3 clusters was 3.25 B USD) for the 3 clusters, 41% of Protection, 54% of Shelter and 5% of CCCM.

The proportion of UNHCR ask of the overall asks is 16% overall and specifically 8% for Protection, 7% for Shelter, 1% for CCCM.

The UNHCR led clusters had 108 M [[2]](#footnote-2) People in Need. 101 M for Protection, 41.9 M for Shelter, 15.5 M for CCCM. Of these People in Need, all clusters’ members targeted 49M people for response. For Protection 49.56 M (49%), 20.9 M for Shelter (50%), 6.1 M for CCCM (38%). UNHCR proportion of the overall target was 45.5% for Protection, 19.2 % for Shelter and 93 % for CCCM, totaling 45% of the overall targets and 64.4 % of overall PIN

**If UNHCR is to contribute 25% of the cluster it is leading within the current target** it should be asking for 5.19 B USD as opposed to the current 3.25 B USD. This requires an increase of 1.95 B USD in the OL.

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Regions |  PIN (in Millions) | Target (in Millions) | Percentage Targeted (PiN) | 3 Clusters Ask (TOTAL)  | Global Ask (20.8 B)  | UNHCR Ask out of total ask (20.8 B) | UNHCR Ask should be (if at least 25%)  | The increase of OL is  |
| MENA | 33 | 18  | 55% | 1,771 | 7,478 | 24% | 1,870 | **98** |
| Americas | 8 | 3 | 35% | 178 | 1,212 | 15% | 303 | **125** |
| W Africa | 19 | 11 | 56% | 360 | 3,028 | 12% | 757 | **397** |
| E Africa | 16 | 5 | 34% | 379 | 5,020 | 8% | 1,255 | **876** |
| S Africa | 22 | 8 | 37% | 240 | 2,933 | 8% | 733 | **493** |
| Asia | 8 | 3 | 33% | 239 | 948 | 25% | 237 | **- 2**  |
| Europe | 3 | 1 | 48% | 78 | 158 | 49% | 39 | **- 39** |
| Total | **108** | **49** | **45%** | **3,244** | **20,777**  | **16%** | **5,194**  | **1,950**  |

If UNHCR increase in OL should follow the current donor distribution in the HRPs, we should be asking for additional resources as follows [ this is indicative]:

1. United States of America: 647,4M USD
2. Germany: 249,6M USD
3. European Commission: 222,3M USD
4. United Kingdom: 148,2M USD
5. Japan: 85,8 M USD
6. Sweden: 62,M USD
7. Saudi Arabia: 58,5 M USD
8. Norway: 52,65 M USD
9. Canada: 48,75 M USD
10. Switzerland: 33,15 M USD

**Quality: implement a consistent, easily presentable, package of interventions**

Implementing consistently a clear minimum operational package in protection, shelter and CCCM on an area-based approach basis.

UNHCR’s intervention package in internal displacement operations should be simplified for programming, resource mobilization and communication purposes. In all operations we should implement a contextualized basic package of:

1. **Tell the story**: Protection monitoring and analysis.
2. **Respond to individual vulnerable needs:** Protection individual cases responses.
3. **Work with communities to build resilience:** Community based protection, assistance and solutions.
4. **Give people a home:** Shelter and NFI in an emergency, maximizing transitional and permanent.
5. **Bring partners together for local action:** Camps and areas management including capacity building of partners, data and referral pathways.

**Leadership: be go-to agency for context understanding and what should be done Response?**

Focusing UNHCR cluster lead Agency role by consistently being go-to-agency for protection analysis, advocacy and assistance as well as clear champion for local actors.

UNHCR should strengthen its leadership role by substantive predictable operations and programmes as per point 1 and 2, but importantly occupy the leadership space to be positioned to mobilize the resources for 1 and 2.

Showing leadership should also be simplified to predictable functions we deliver on. We should:

1. Produce and publish a regular protection analysis, with focused assistance and use it to be the storyteller
2. Have a comprehensive capacity building plan for local partners network on an area-based approach basis
3. Always have Coordination and Information Management capacity in place

**In terms of coordination resources, acting immediately to fill the current gaps is crucial and that requires 13,2 M USD to have coordinators and IMOs positions filled.**

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| --- | --- | --- | --- |
| Summary  | Coordination cost  | Available  | Gap  |
| Mena | 5.7M | 3.7M | 2M |
| Americas | 2M | 0.8M | 1,2M |
| W Africa | 8.5M | 3.7M | 4,8M |
| E Africa | 4.5M | 2.1M | 2,4M |
| S Africa  | 2M | 1.3M | 0,7M |
| Asia | 2.7M | 1M | 1,7M |
| Europe  | 0.6M | 0.2M | 0,4M |
| Total  | **26M** | **12.8M** | **13.2M** |

**4. Global Positioning**

In order to back up such an operational growth, the global structure governing our Internal Displacement role and ambition should reflect the serious approach marked by our internal displacement policy. A visible powerhouse should include:

* The IDP special advisor role, three global clusters, IDP Expert Group with a stronger focus on DESS synergies
* Existing UNHCR led Interagency task teams on Human Rights Engagement, Antitrafficking, Law and Policy, Cash for Protection, Information and Analysis, Advocacy.
* Bringing home UNHCR led interagency partnerships including the Joint Internal Displacement Profiling Service, GP2.0, etc.

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1. As per the attached XL sheet on tri-cluster data [↑](#footnote-ref-1)
2. Taking the max out of the 3 clusters in all regions [↑](#footnote-ref-2)