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Third Country Solutions for Refugees: Roadmap 2030

**The next phase of the Three Year Strategy
on Resettlement and Complementary
Pathways (2019-2021)**

June 2022


 Cover: Switzerland 2019. Eritrean mother, Winta, walks towards Lake Geneva with her children. Two of her children were captured in Libya as they attempted to flee across the desert resulting in their being separated from their mother for five years before they were reunified in Geneva. © UNHCR/Mark Henley

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FOREWORD

Third country solutions for refugees are a tangible demonstration of solidarity and responsibility sharing. For this reason, their expansion is one of four objectives in the Global Compact on Refugees. The global community must find more pathways to safety for those who have lost their homes and have no other durable solution.

We applaud the efforts and achievements of partners under the Three-Year Strategy on Resettlement and Complementary Pathways during a challenging time. But we now call on everyone to do more. To achieve more pathways, a multi-partner approach is needed at the global, regional and national level.

We believe the long-term goals of the Strategy can serve as a Roadmap for Third-Country Solutions to 2030. Combined with shorter-term action plans aligned with the Global Refugee Forum cycle, we wish to send two clear signals.

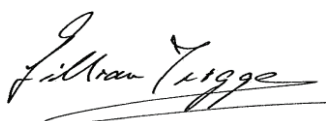
First, innovative multi-stakeholder partnerships necessitate perseverance.

Long-term vision must be supported by concrete and persistent advocacy, capacity building, and the transformation of ideas into pathways.

Second, we must pivot from foundation building to scale. States and civil society as a whole – including local governments, the education and employment sectors and others – must invest in growing protection-centred resettlement. They must also eliminate obstacles for complementary pathways and family reunion which prevent refugees from safely accessing solutions through their energies and skills and talents, or family links.

The re-convening of the ATRC community in person this year is an opportunity to reinvigorate our work and move forward with renewed energy to focus on further growth and advances.

On behalf of the ATRC Community:



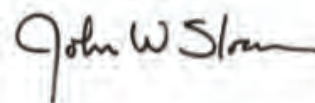
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INTRODUCTION

The Global Compact on Refugees (GCR), which was affirmed by the United Nations General Assembly in December 2018, mandated the development of the [Three-Year Strategy on Resettlement and Complementary Pathways](#) (hereinafter the Strategy). The Strategy is a key vehicle to achieve one of the four GCR objectives, the expansion of third country solutions as a tangible demonstration of solidarity and responsibility sharing.

The Strategy was developed at a time when global resettlement spaces were shrinking but the need for durable solutions was growing. Additional programs to provide more secure third-country solutions were necessary. Increasing the participation of receiving communities in refugee reception and integration was also seen as an essential opportunity to broaden support for solutions and generate a more positive narrative for refugees.

Following extensive consultations with a wide range of relevant stakeholders from various regions, including States, national and international non-governmental organizations (NGOs), and civil society organizations, the Strategy was launched in June 2019. The first Global Refugee Forum (GRF) was held in December 2019, six months after the Strategy was launched, resulting in only a partial integration of the two processes.

The Strategy articulated three goals to support its vision of three million refugees benefiting from solutions via safe pathways to third countries by the end of 2028: expanded resettlement, improved access to complementary pathways, and the building of more welcoming and inclusive societies as a foundation. These three pillars were supported by strategic priorities and developed through a series of Enabling Actions, which were further articulated in a [Global Action Plan](#) outlining concrete projects.

The [Sustainable Resettlement and Complementary Pathways Initiative \(CRISP\)](#), undertaken jointly by IOM and UNHCR has been a critical tool to support the expansion of third-country solutions. Given the multifaceted nature of third-country solutions, achieving the goals of the Strategy has required leadership from a range of actors and a multi-partner approach that advances initiatives at the global, regional, national, and local levels. Implementation continues to be informed by the development of a stronger evidence-base related to the opportunities for expansion over time.

The Strategy established a three-year framework while also laying out an ambitious plan for the systematic expansion of third-country solutions over a ten-year period. A [Final Report](#) issued in March 2022 summarized the accomplishments and challenges of the three-year foundation-building period of the Strategy. While the Strategy's principal objectives to increase departures on resettlement and complementary pathways were achieved in 2019, COVID-19 significantly limited these movements beginning in March 2020. The impact on travel continues into the first half of 2022, despite innovative ways for processing adopted by several States and UNHCR.

Obtaining reliable and comprehensive data on the movement of refugees through complementary pathways and family reunification, a gap acknowledged in the Strategy, remains a challenge that must be addressed. At the same time, significant foundational work was completed under difficult conditions. New multi-stakeholder coalitions have formed that have the potential to significantly expand third-country solutions through education, employment, and family reunification opportunities: the Global Task Force on Third Country Education Pathways, the Family Reunification Network, and the Global Task Force

on Refugee Labour Mobility. These opportunities were supported by early-stage initiatives on innovative financial arrangements. Growing community sponsorship programs, supported by the Global Refugee Sponsorship Initiative, and increased interaction with local governments, municipalities, the education sector, and employers were clear indicators of progress toward the Strategy's goal of inclusive communities that provide sustainable solutions. A multi-partner monitoring and evaluation framework, with an accompanying Theory of Change to account for shifting realities, has been put in place. This framework will support the evaluation of the Strategy, as well as of the CRISP, in 2024.

A multi-stakeholder consultative review process of the strategy's implementation concluded that the significant effects of the COVID-19 pandemic and need to align with the Global Refugee Forum (GRF) cycle necessitates an extension of the timeline for achieving the strategy's vision.

Recognizing that refugee situations continue to increase in scope, scale, and complexity, as evidenced by recent crises in Afghanistan and

Ukraine, the long-term consequences of which are unclear, this document lays out updated enabling actions, short and medium-term activities as the next phase toward achieving the Strategy vision by 2030. This change also aligns its end-date with the December 2029 GRF. It is foreseen that these actions will be subsequently refreshed (as needed) for the periods of 2024-25, 2026-27 and 2028-29, that is, on the GRF cycle as would stock-takes of the outcomes of the Action Plan.

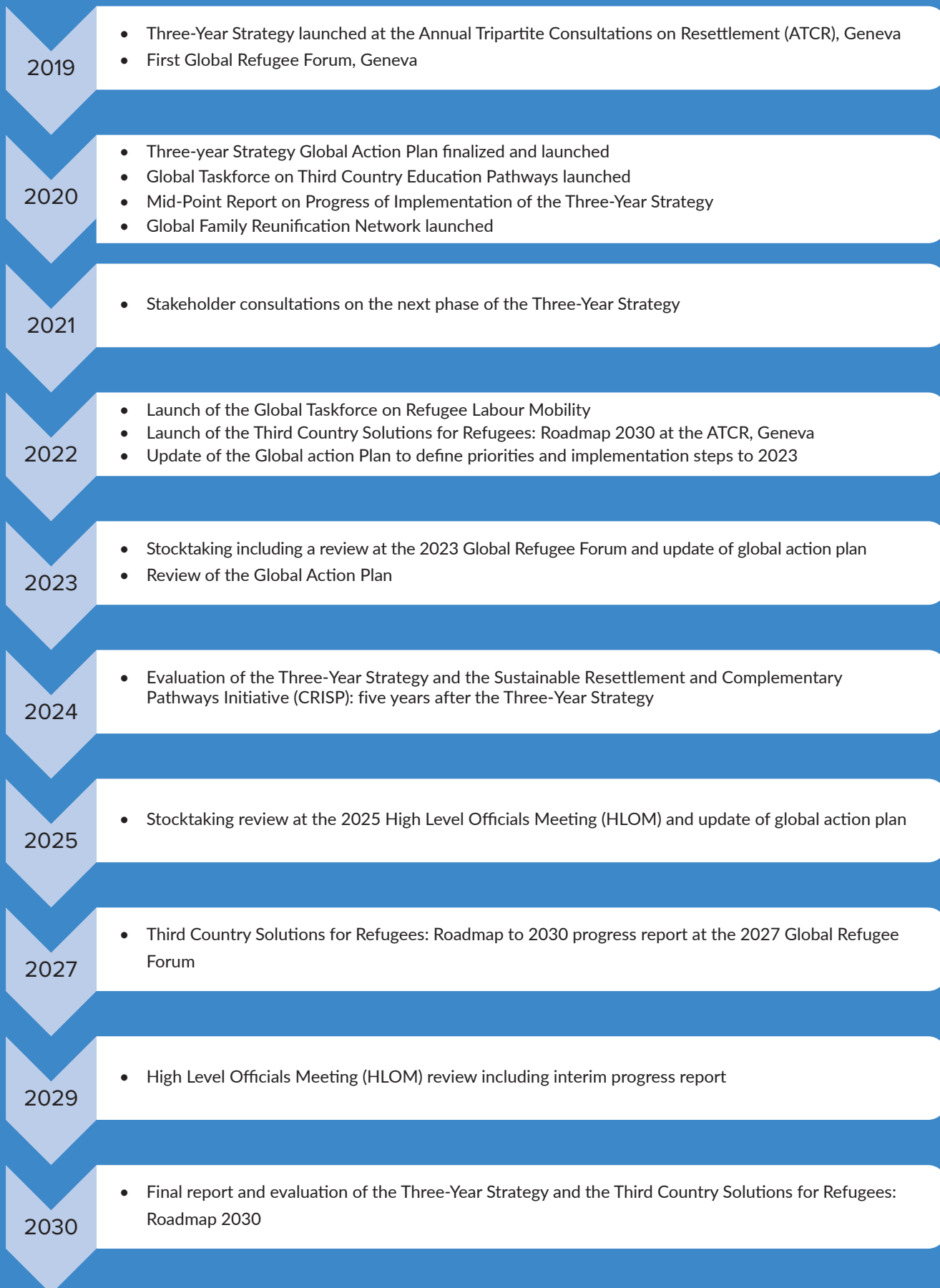
The global action plan will continue to outline the roles and responsibilities of the different partners as well as the resources required for implementation. UNHCR will engage all partners to update projects under the global action plan, to define priorities and sequencing of implementation steps up to 2023 and beyond. In addition to the updated key indicators identified to monitor progress against the vision, the global action plan will identify milestones and indicators and set out a methodology to monitor and evaluate the implementation of the Strategy. The Annual Tripartite Consultations on Resettlement (ATCR), with its multi-stakeholder structure, will continue to play a catalytic role in coordinating and implementing the Strategy.



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THE ROADMAP TO 2030





📷 France 2019. Twenty-five-year-old Sudanese asylum-seeker, Alfatih Sali Hadam, attends a French language class, having been resettled from Chad in 2018. He was 10 when the Janjawid militia killed his father. For months, he searched for his family until he found an uncle who fled with him to Chad and the safety of Goz Amer refugee camp. Many of Alfatih's friends tried to reach Europe via Libya, and he might have risked the dangerous journey too, if France had not stepped in to resettle him, along with his brother and sister. His sick mother, two younger brothers and another sister were resettled in Dijon.

GUIDING PRINCIPLES

The following principles outlined in paragraphs 5 and 6 of the GCR as well as in the Strategy will continue to be key to the successful implementation of the Roadmap:



PROTECTION

Resettlement is an invaluable tool to provide international protection to refugees whose life, liberty, safety, health or other fundamental human rights are at risk in the country where they initially sought refuge. Complementary pathways and family reunification should be designed and implemented in such a way that the rights of refugees and their international protection needs are safeguarded.



DURABLE SOLUTIONS

Resettlement offers a permanent outcome to meet the protection needs of refugees. Complementary pathways may initially provide refugees with temporary stay arrangements but should be part of a progressive approach to solutions and serve the objective of enhancing refugee self-reliance.



RESPONSIBILITY-SHARING

Third country solutions are responsibility-sharing mechanisms to better protect and assist refugees and support host countries and communities.



ADDITIONALITY OF COMPLEMENTARY PATHWAYS

Complementary pathways are additional to resettlement and should lead to an overall net increase in the number of third-country solutions for refugees.



NON-DISCRIMINATION

Individuals should be treated equally and have a fair prospect to access third-country solutions irrespective of their age, gender and other characteristics.



FAMILY UNITY

Family members should be considered together for third country solutions, and provided safe legal avenues to be able to reunite.

STRATEGIC APPROACHES AND TOOLS

The following cross-cutting approaches and tools will continue be employed in the course of the Roadmap implementation.



ADVOCACY

Encouraging legislation, policies, systems and practices that support the expansion of resettlement and complementary pathways is at the core of the Strategy. The design of advocacy actions must be rooted in a strong evidence base, alliance-building and strategic communications to inspire action that drives change. Advocacy will lead to greater political support and leadership at all levels, but also to the engagement of new advocates for resettlement, complementary pathways, and refugee protection more broadly.



MULTI-STAKEHOLDER MULTI-SECTORAL APPROACHES

Achieving the expansion of resettlement and complementary pathways requires the commitment, expertise and resources of various stakeholders. While UNHCR will play a catalytic and leadership role, the Strategy promotes collective action, cross-sector collaboration, and models that enable inclusive participation an innovative multi-stakeholder partnerships.



MEANINGFUL REFUGEE PARTICIPATION

Empowering individuals and communities to promote change, enabling them to exercise their rights and comply with their obligations. Approaches and initiatives, ranging from consultation to partnerships and co-design will be promoted, in order to encourage individual agency, address barriers to participation, and support refugees as positive and proactive agents of change.



CAPACITY BUILDING

Strengthening the capabilities of communities and individuals, institutions and infrastructure is critical to the success of the Strategy. Through customized tools, secondments, peer-to-peer initiatives and innovation, capacity building initiatives will establish and/or strengthen systems and governance, unleash potential, and equip stakeholders to initiate and grow programmes.



DATA AND EVIDENCE

Data and evidence are critical to evaluate the availability and accessibility of complementary pathways, as well as the efficiency, effectiveness and sustainability of resettlement programmes. Evidence-based approaches will inform strategic communication and meaningful advocacy to demonstrate the economic and social contributions of refugees in host and receiving countries.



INNOVATION

Prioritisation of innovations that have the greatest potential to serve its vision and goals. Scientific, technological, social, business and financial innovations are all needed to better serve refugees and communities. Bottom-up and inclusive innovation that is founded on individual creativity is a particular focus of the Strategy.

KEY INDICATORS

The Strategy had three indicators: the number of refugees who departed on resettlement; the number of countries receiving UNHCR resettlement submissions; and the number of refugees admitted through complementary pathways. Revisions and additional indicators have been adopted in line with the outcomes of the 2021 consultative review. In line with the multi-dimensional nature of the Strategy and the [GCR indicator Framework](#), the following main indicators will be used to measure progress towards the vision:

- Number of refugees who departed on resettlement
- Number of countries receiving UNHCR resettlement submissions
- Number of refugees admitted through skills-based complementary pathways (such as education or employment)
- Number of countries offering refugee admissions through skills-based complementary pathway programmes
- Number of refugees admitted through third-country family reunification
- Number of refugees admitted through other third-country solutions, including humanitarian admissions and sponsorship pathways
- Number of refugees admitted following NGO (non-UNHCR) referrals to established State refugee resettlement programmes

The three dimensions of the strategy vision



The Resettlement baseline and target

The resettlement target is defined in the Strategy as UNHCR-submitted refugees to ensure comparability of data over time. The 2021 consultative review highlighted the need to also account for the number of refugees that access State resettlement programmes outside of UNHCR submissions. The Roadmap intends to develop appropriate systems for recording NGO referrals made following established agreements with States, and an indicator to measure progress of such referrals has been established. Until such processes are streamlined, these will be counted separately from the resettlement target.

The Resettlement countries baseline and target

Based on a 2018 baseline of 29 countries and a peak of 35 countries in 2016, the Strategy set out an ambitious, yet at the time realistic, target to gradually expand the number of countries receiving UNHCR submissions for resettlement to a total of 50 countries by 2028. However, only 23 countries were receiving UNHCR submissions by the end of 2021 due to various challenges including COVID-19. Conversely, during the same period the number of countries receiving refugees through formal

skills based complementary pathways programmes increased to 12.¹ The 2021 consultative review of the Strategy noted the need for a holistic approach to expanding third country solutions, and the suggestion that this target include the total number of countries receiving refugees through both resettlement and planned complementary pathways programmes. Recognizing that there is a consensus that the earlier goal of 50 resettlement countries by 2028 is likely not achievable, the Roadmap shall work toward a new longer-term objective that 50 countries have programmes in resettlement and/or complementary pathways.

The complementary pathways target

As part of the action plan for the Roadmap, specific objectives for known admissions on safe alternate legal pathways, especially via education, employment and family reunification, have been developed. To both reflect the goal of growing solutions for those who need protection, safe third country solutions which are neither UNHCR-referred, nor based on education, employment, and family reunification (for which indicative data is captured in the OECD-UNHCR report), need to be measured and reported as a distinct category and separate indicators have been established to facilitate this.

¹ Canada, Mexico, United Kingdom, Portugal, France, Italy, Germany, Japan, Australia, Spain, Lithuania, and United States of America

📷 United States of America 2021. Sang Rem and her family fled Myanmar to in 2007 before being resettled to the United States. Sang Rem now works at the Spero Project, non-profit organization in Oklahoma City that welcomes resettled refugees.



GOAL 1: GROW RESETTLEMENT

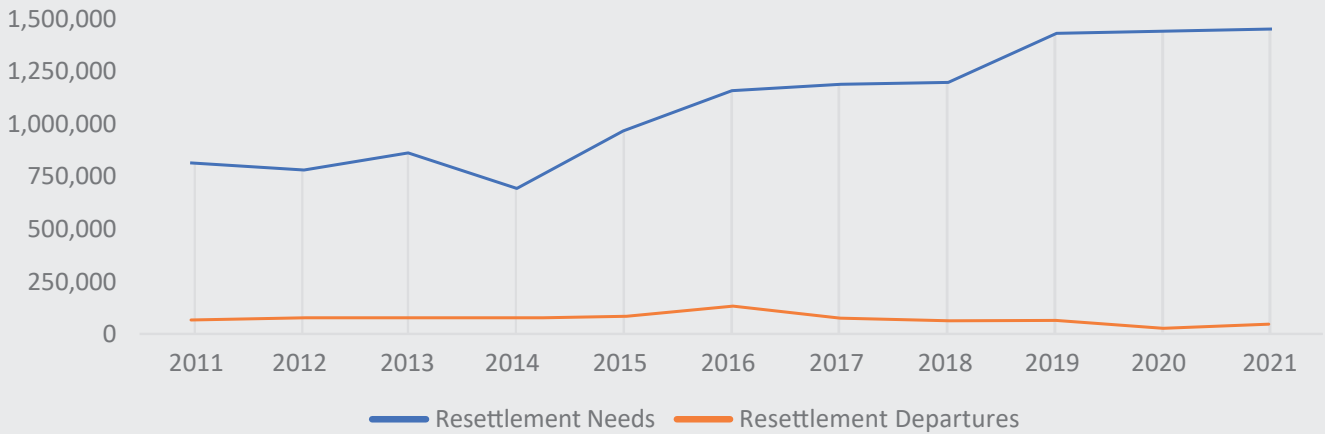
New Resettlement Countries And More Places

The GCR emphasizes the importance of resettlement for burden- and responsibility-sharing. Goal 1 seeks to expand the base, scope, size and quality of resettlement. This means an increase in the number of places in existing programmes, an expansion in the number of countries undertaking resettlement but also an increase in the protection impact, efficiency and sustainability of programmes.

Goal 1 will continue to focus on capacity building for new and existing resettlement countries, strengthening the efficiency and integrity of processes, the engagement of actors who are not traditionally involved in resettlement and the better use of evidence to generate expansion.

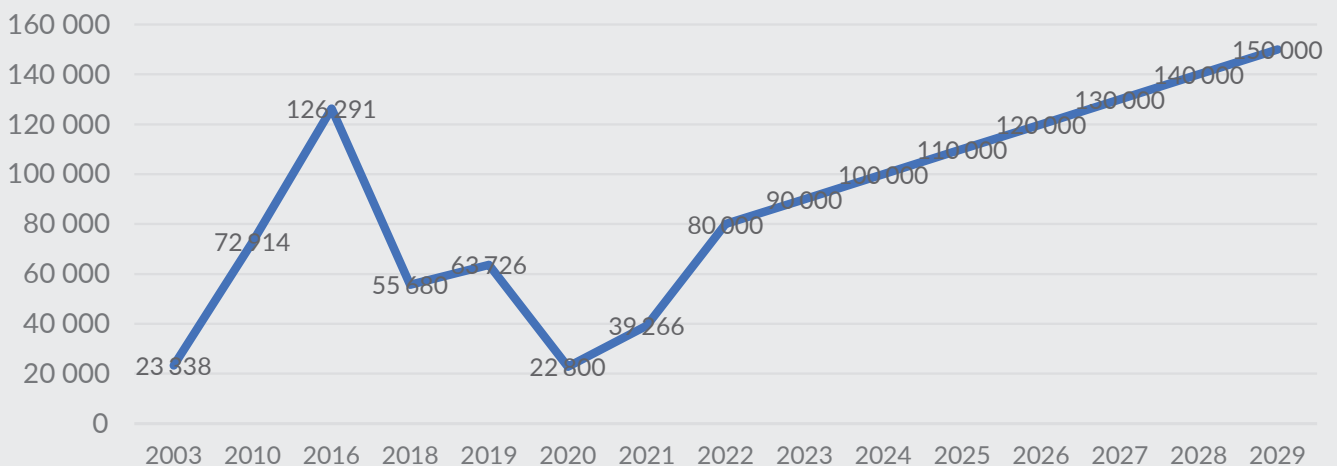
While projected global resettlement needs reached over 1.4 million in 2022, only 39,600 refugees submitted by UNHCR departed in 2021, against 55,680 in 2018. Addressing this gap will require a substantial increase in the number of at risk refugees who are resettled to third countries.

Figure 1: Gap between Resettlement needs and annual departures following a UNHCR submission



The Strategy sought to meet a greater portion of resettlement needs through 60,000 yearly resettlement departures in 2019, followed incremental increases of 10,000 departures per year to reach 150,000 in 2028. With 2019 as the starting point, the Strategy sought a cumulative total of over 1 million refugees being resettled by the end of 2028. The Strategy’s objective was realized in 2019 but not in 2020-21. Overall, only 60% of the goal was met for the three-year period, primarily due to COVID-19 but also because of insufficient quotas by resettlement countries. The goals of the Strategy *can still be realized*, through the processing of the 240,000 refugees currently awaiting departure to various resettlement countries and by expanding existing commitments, including having multi-year programs. There is early evidence of growth: resettlement departures in the first quarter of 2022 were 138% higher than in the same period in 2021.

Figure 2: Resettlement departures following a UNHCR Submission



GOAL 1 **Strategic priorities**

Additional countries establish successful resettlement programmes

EXPECTED OUTCOMES

- ✔ An increase in the number of countries receiving UNHCR resettlement submissions
- ✔ New and emerging programmes have the frameworks, systems and procedures in place to successfully resettle refugees.

Resettlement programmes are scaled up and sustainable

EXPECTED OUTCOMES

- ✔ An increase in the number of refugees departing on resettlement;
- ✔ Programmes grow, are sustainable and offer quality solutions to refugees;
- ✔ Countries have systems to monitor and evaluate programmes and address challenges impacting effectiveness and sustainability.

Resettlement programmes are responsive to the identified needs and have maximum protection impact

EXPECTED OUTCOMES

- ✔ Programmes are predictable, protection-centred, diverse, and flexible in order to effectively respond to resettlement needs identified by UNHCR;
- ✔ Processes are efficient and include integrity safeguards.

GOAL 1 **Enabling actions for the next phase**

- 1 Continue to implement the joint UNHCR-IOM Sustainable Resettlement and Complementary Pathways Initiative (CRISP), in cooperation with existing networks and initiatives to build the capacity of new and existing resettlement programmes through:**

- ➔ Identification of support needs related to the maturity of new resettlement programmes;
- ➔ Development of multi-stakeholder plans of action to build or expand programmes;
- ➔ Facilitate the sharing and exchange of technical expertise among States and stakeholders, through strategic twinning exercises (between States with active programmes and States with dormant programmes) and other tools;
- ➔ Ensure the accessibility and tailoring of training materials to build the capacity of States and partners at the policy, technical and operational level;
- ➔ Support States and relevant stakeholders to establish monitoring and evaluation systems.

2 Use innovation to enhance the efficiency and integrity of programmes through:

- ➔ Simplified case processing modalities and tools to monitor global progress against submission targets and processing times;
- ➔ Improved anti-fraud measures throughout case management processes, including through biometric data sharing;
- ➔ Secure digital transfer of encrypted resettlement case data;
- ➔ Digital technology as part of UNHCR's identification processes and shared access to case management systems for protection partners, where feasible;
- ➔ Digital and web-based platforms to exchange accurate and up to date information with refugees who are in the resettlement process;
- ➔ Implementation by States of flexible operational modalities, such as remote processing and selection based on UNHCR referrals (i.e., dossier selection);
- ➔ Enhanced coordination with identified NGOs to facilitate and monitor refugee access to States refugee admissions programmes outside UNHCR referred resettlement.

The **Population Registration and Identity Management Eco-System (PRIMES)** Data Transfer Platform and the UNHCR Secure File Sharing (SFS) platform ensures the protection of personal data of persons of concern to UNHCR, in accordance with the UNHCR Data Protection Policy.

3 Strengthen meaningful refugee participation in resettlement to improve quality through:

- ➔ Evaluation and feedback tools co-designed and implemented with refugees;
- ➔ Support for refugee advocates, including through increased participation of refugees in national and global resettlement fora such as the ATCR;
- ➔ Refugee involvement in matching related to placement within the resettlement country.

The **Refugee Advisory Group (RAG)**, has had an important advisory role in the planning cycle of the Annual Tripartite Consultations on Resettlement (ATCR) in 2020 and 2021, liaising between the Chair and the refugee community, coordinating refugee participation and statements at the ATCR and the Working Group on Resettlement, creating spaces for refugees to engage in discussions on matters of their own concern and actively supporting the inclusion of refugees in a representative and non-discriminatory manner.

4 Develop wide ranging partnerships to expand programmes, including:

- ➔ Partnerships with the private sector, social service agencies and philanthropic foundations to advocate for resettlement, facilitate refugee employment, to provide funding or support for the provision of services for resettled refugees including housing, education and health services;
- ➔ Partnerships with educational institutions to provide language training and/or study opportunities for refugees who are resettled or in the process;

- ➔ Diversifying the range of actors engaged in supporting national resettlement programmes;
- ➔ Explore opportunities for alternative reception arrangements e.g. cash assistance to rent accommodation instead of relying on government-arranged housing;
- ➔ Enhance avenues for States to exchange practical information on resettlement operations and identify opportunities for coordination and collaboration.

In Istanbul, EUAA has piloted a joint facility that provides space and support resources for EU Member States to conduct their interviews or predeparture training. Pilots such as **EUAA coordination portal and joint resettlement facility** may provide useful examples and lessons learnt that could inform efforts to extend cooperation at the international level.

5 Use data and evidence-based approaches to enhance the sustainability and protection impact of programmes through:

- ➔ Data collection in host countries to measure and evaluate the protection dividends stemming from resettlement for those refugees who are not resettled and the development of a body of evidence on such impact²;
- ➔ Development of evidence on the role of transnational social support networks led by resettled refugees that benefit refugees in host countries who are not resettled;
- ➔ Partnerships with academia, including through the GCR's Global Academic Network, to develop strategic, actionable and relevant research on resettlement;
- ➔ Partnerships with academia and research institutions to support the development of tools and approaches to monitor and evaluate programmes and ensure the accessibility of those tools to States and stakeholders.

² These actions focus on building the evidence base on the impact of resettlement on host countries. Data and evidence on the positive impacts and contributions of refugees in receiving societies is included within the actions under Goal 3.

6 Pursue innovative financing models and new sources of funding to expand sustainable programmes through:

- ➔ Use of innovative financing models, including models involving the matching of government resources with private funds;
- ➔ Engaging development actors to provide financial support for resettlement;
- ➔ Support for UNHCR's operational capacity in resettlement and related protection functions, including through mechanisms such as the Resettlement Deployment Scheme, whereby NGO partners provide flexible human resources to support UNHCR resettlement processing;
- ➔ States adopting multi-year budgets and quotas. Encouragement from peers at the regional level, for instance as part of EU-level pledges, is one method to increase willingness to establish multi-year quotas

The findings from the International Rescue Committee (IRC) report, [Impact of Government-Sponsored Refugee Resettlement: A Meta Study of Findings from Six Countries](#), highlight the potential for comparative research to strengthen understanding of the impact of resettlement on refugee integration. The report examines findings from a meta-study of the integration outcomes and resulting impacts on receiving societies of government-led refugee resettlement across six country contexts, (Australia, Canada, Germany, New Zealand, Sweden, and the United States).

Growing Resettlement: 2022-2023 Action Plan

Capacity building of new and existing resettlement programmes

1. UNHCR, in cooperation with partners including the European Union Asylum Agency (EUAA), will do analysis on countries that have stepped back from resettlement since 2016 in order to develop a plan to re-engage these countries as resettlement partners.
2. Existing States and regional resettlement networks will be leveraged through coordination by relevant partners and stakeholders to ensure participation of new, emerging, and returning states, as well as non-governmental organizations (NGOs). This will include completing the ATCR reform process and putting resettlement on the agenda of regional initiatives that promote coordinated responses to forced displacement, such as the Comprehensive Regional Protection and Solutions Framework (MIRPS) addressing forced displacement in Central America and Mexico and the Core Group for the Support Platform for the Solutions Strategy for Afghan Refugees (SSAR).

3. Ensuring accessibility of existing practical tools for supporting resettlement operations, through the dissemination of tools developed by the [EU-FRANK project](#) and the EUAA.

Enhancing efficiency and integrity of programmes

4. States will identify and address processing bottlenecks in order to restore the 12-month benchmark for normal priority cases. UNHCR will work to maintain a standard of 90 days for finalizing feedback to queries from States on submitted cases (deferrals). The primary goal is to clear the backlog of 240,000 refugees awaiting processing with different states as of December 2021 by the end of 2023.
5. UNHCR will work with relevant States and partners to finalise pending agreements aimed at the piloting of data-sharing systems and processes to improve the integrity of the resettlement process.
6. Pilot a training programme designed by UNHCR and established direct referral NGOs, with input from resettlement countries to ensure consistency in procedural safeguards and integrity measures.



📷 Kenya 2021. Refugee nurses: Bahati, Micheline (from Rwanda) and Agnes (from South Sudan) meet in Nairobi before their departure for Canada in June 2021. They were recruited as personal care workers at the Glenn Haven Manor care home in New Glasgow through the Economic Mobility Pathways Pilot (EMPP). The project provides employment opportunities in Canada for skilled refugees. Under the second phase EMPP, which began in December 2021, Canada is looking to welcome 500 refugee workers, plus their family members.

GOAL 2: ADVANCE COMPLEMENTARY PATHWAYS AND FAMILY REUNIFICATION

Improve Access And Develop Opportunities

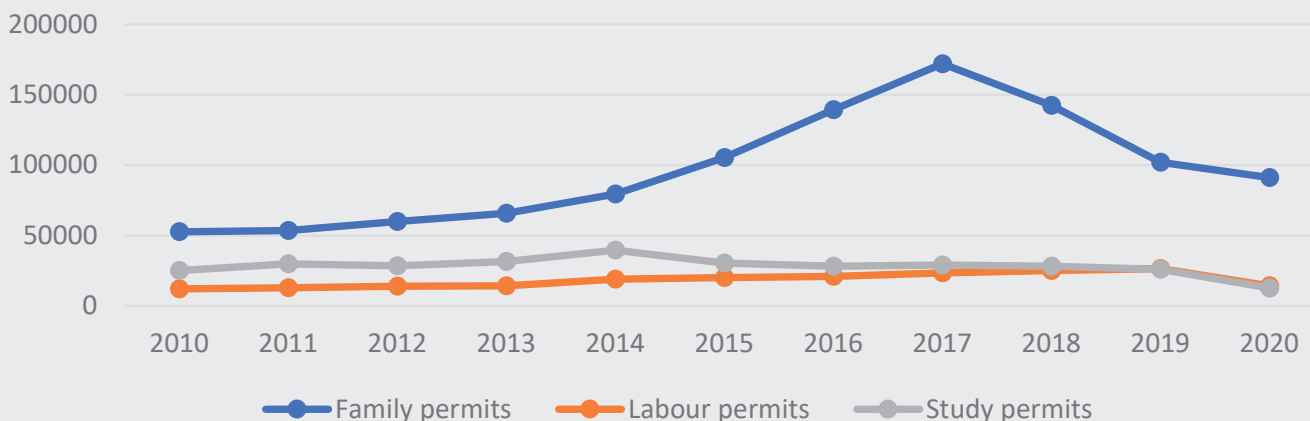
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The GCR emphasizes the need to make complementary pathways available to refugees on a more systematic basis. While resettlement is an important tool to meet the protection needs of refugees at heightened risk, complementary pathways can expand third country solutions, ease pressure on host countries and enhance refugees' self-reliance by building their capacities to attain a durable solution.

Goal 2 focuses on increasing refugee access to family reunification and complementary pathways, developing a strong evidence base, and designing coordinated systems involving all relevant partners, whilst promoting refugee self-agency. The goal has been reformulated to distinguish rights-based family reunification more clearly from other legal pathways.

In the absence of other comparable data, the Strategy sets its target of over two million refugees accessing complementary pathways by 2028 using the joint UNHCR-OECD report Safe Pathways for Refugees. An [updated 2021 joint UNHCR-OECD report](#) which has been aligned with the [Global Indicator Report](#) has been used to track progress up to 2020. Data for 2021 will not be available until the end of 2022. The figures presented in this report are also indicative in nature as they may also include people who were admitted directly from one of the seven countries of origin (Afghanistan, Eritrea, Iran, Iraq, Somalia, Syria, Venezuela) and thus may not have crossed an international border to meet the definition of a refugee prior to arrival in an OECD country.

Figure 3: OECD-UNHCR Report number of permits issued per year and permit type



Implementing and measuring progress toward the complementary pathways target remains difficult and will be dependent on the continued development of a more robust reporting process. This is a high-priority area that will be addressed in the following phase. As data on complementary pathways improves, the target will be reviewed on a regular basis.

Figure 4: Target number of refugees admitted on complementary pathways by year

2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
120 000	140 000	160 000	180 000	200 000	220 000	240 000	260 000	280 000	300 000	2 100 000

GOAL 2: Strategic priorities

Complementary pathways for admission are developed

EXPECTED OUTCOMES

- ✔ New complementary pathways programmes are piloted, evaluated and scaled-up.

Complementary pathways for admission are accessible to refugees

EXPECTED OUTCOMES

- ✔ The number of refugees admitted on complementary pathways increases;

- ✔ Collection and analysis of data by States and UNHCR on the availability and use of complementary pathways is improved;
- ✔ Complementary pathways take into consideration the specific situation of refugees, and the legal, administrative, and practical barriers that limit refugee access are identified and addressed.

Complementary pathways include protection safeguards and are solutions-oriented

EXPECTED OUTCOMES

- ✔ Complementary pathways are responsive to the international protection needs of refugees and support their access to basic rights and services;
- ✔ Complementary pathways are part of a progressive approach to solutions and contribute to the objective of enhancing refugee self-reliance.

📷 Italy 2021. Jules, a from the Democratic Republic of the Congo, enters a station in the city of Florence on his way to the university campus. He is enrolled in a natural resources management course at the city's university. He arrived in Italy under the University Corridors for Refugees Project, which gives refugee students the opportunity to complete, or have access to, a university studies in Italy. The project is a partnership between 28 Italian Universities and UNHCR.

A. Complementary Pathways in Education

[The Global Task Force on Third Country Education Pathways](#) promotes and supports the expansion of tertiary education as a complementary pathway for refugee students. Members of the taskforce include representatives of states, regional and international bodies, the private sector, NGOs, refugee representatives, UN agencies and donors who are engaged in or supporting complementary education pathways and are committed to expanding tertiary education opportunities as a durable solution for refugee students.

As of December 2021, an estimated 86% of refugees are hosted by low- and middle-income countries where local integration prospects remain limited or non-existent. University-aged refugees wishing to continue their education find very few opportunities. Only 5% of the world's refugees access higher education compared to a global average of 39% for non-refugees. Increasing the number of higher education pathways will not only help meet the goals of the Three-Year Strategy but will also make progress towards the goal of 15% refugee enrolment in higher education by 2030, as set forth in [Refugee Education 2030: A Strategy for Refugee Inclusion](#). In the next phase of the Strategy, skills systems will also need to be reinforced in host countries to ensure expansion of third country opportunities and linkages between complementary pathways in education and labour. Skills and education providers need to have increased capacity to deliver more demand-led training that is inclusive for refugees.

Enabling Actions for the next phase

1 Use the Global Taskforce on Third-Country Education Pathways to drive growth by:

- ➔ State-to-State engagement, led by a Champion State, to mobilize political support for education complementary pathways, promote partnerships and collaboration to support expansion;
- ➔ Identification of high-potential countries, regions, partnerships and initiatives that can develop education complementary pathways;
- ➔ Capacity building and resourcing to national and local actors, including for new partners and partnerships to initiate, design and implement programmes and identify and address barriers to access, and evaluate and share lessons learnt;
- ➔ Establishment of a global community of practice to document and share successes and ways of overcoming challenges;
- ➔ Development of education complementary pathways compacts, where feasible, between host and receiving countries that can allow refugees and nationals of host countries to access education complementary pathways in receiving countries.

Following the successful pilot of the [University Corridors Project in Italy](#), France launched a new national project in early 2022, UNIV'R (Universities for Refugees). The project will enable 50 French-speaking refugees living in a targeted first country of asylum to study for a master's degree in France over two years (2022-2023).

2 Strengthen meaningful refugee participation complementary pathways in education and improve quality through:

- ➔ Refugee engagement in the development, and monitoring and evaluation of complementary pathways in education, including through consultations on context-specific access barriers and the co-design of tools to gather and evaluate refugee feedback;
- ➔ The development of systems and processes that refugees can access complementary pathways in education autonomously, independent of any institutional referral requirement;
- ➔ Information on complementary pathways in education opportunities communicated to refugees by a number of actors including refugees and diaspora communities;
- ➔ Capacity building through appropriate funding mechanisms that empower and enable refugees to lead on advocacy;
- ➔ Financial mechanisms, such as levy funds options, crowd-funding, philanthropy and loans for refugees to access complementary pathways in education.

Funded by the government of Norway, under its [Humanitarian Innovation Programme](#), UNHCR is working on a two-year project to design, develop and pilot a cross-border loan solution for a private sector innovative financial loan mechanism. The project will allow refugees travelling on complementary pathways (labour and education) to seek low-interest private sector loans for their travel and initial setup in the new country. It aims to serve as a sustainable solution to help address the financial barriers that currently exist for refugees to access complementary pathways.

3 Use data and innovative tools to facilitate refugee access through:

- ➔ Investment in systems to facilitate information sharing and channelling mechanisms between UNHCR, States and other actors to match refugees with opportunities;
- ➔ Digital and other communication tools to make information on complementary pathways in education more widely available for refugees;
- ➔ Centralized web-based platform to help refugees access educational, language and skills training resources to prepare for complementary pathways;

The [Opportunities](#) platform helps refugees find accredited higher education academic or scholarship programmes verified by UNHCR to allow them to pursue advanced study, skills, and professional development. Currently, there are about 20 programmes offered in over 60 countries.

4 Build the capacity of relevant actors to facilitate refugee access through:

- ➔ Working with authorities, consulates and embassies in host countries to resolve administrative and practical access obstacles, such as the availability and accessibility of travel documents, skills and education certification, or the issuance of exit permits;
- ➔ Capacity building of States, UNHCR and partners at the national level on facilitating refugee access to complementary pathways in education;
- ➔ Increased operational capacity (including staffing) for UNHCR and partner agencies at the field level to build and maintain partnerships to pilot the programmes.

The National Council of Higher Education, Uganda has partnered with the International Labour Organisation (ILO) and Windle International, to equate academic qualifications for refugees. The Project is being implemented under the [PROSPECTS Initiative](#) which aims to improve the access of host communities and forcibly displaced people to employment and livelihood opportunities led by the Government of the Netherlands and bringing together the ILO, UNHCR, the International Finance Corporation (IFC), the UN Children's Fund (UNICEF) and the World Bank.

5 Promote programmes that bridge education and employment

- ➔ Piloting hybrid education and labour complementary pathways programmes in destination countries, including those enabling a permanent solution from the outset
- ➔ Collaboration with education and economic initiatives for refugees in host countries, to ensure a holistic approach on third country solutions and to help prepare and facilitate refugees access to third country education and employment opportunities
- ➔ Development of tools to monitor and evaluate complementary pathways programmes in education and to ensure programmes are tailored to refugee contexts and needs.

The World University of Canada (WUSC), using funding from the government of Canada is implementing the [Hospitality Industry Welcomes Refugee Employment- Linked Sponsorship \(HIRES\) pilot](#), which provides refugee youth with sector- specific skills training, and links them with resettlement and employment in Canada through a unique sponsorship model. Upon arrival, sponsored refugees are provided with integration support, an employment opportunity and workplace mentorship.

Expanding access to complementary education pathways: Action Plan for 2022-2023

Driving growth through the Global Task Force on Education Complementary Pathways

1. Five state actors will be identified: three from countries with well-established programs and two from pilot countries to take the lead in facilitating necessary conversations to foster policy support at the regional level. These five countries will be tasked with reviewing legislation, implementing necessary measures and flexibilities to address access barriers, and reporting progress at the ATCR and NGO regional fora.
2. Specific funding for student loans, pilot programs, travel, and other associated costs will be raised by convening a high-level conference with new and potential pilot countries, as well as regional institutions such as the European Commission.
3. Benchmarks will be developed to support advocacy for the inclusion of complementary pathway programs in higher education rankings.
4. Inclusion of community colleges, vocational training centres, and other consortia of institutions that are aligned with various refugee skills among the actors involved in the development of education complementary pathways.

Building the capacity of relevant actors to facilitate refugee access

5. The college counsellor model being piloted by UNHCR and Duolingo will be expanded to allow more refugee students access to programs.
6. UNHCR and partners will continue advocacy on language certification and qualifications assessment of refugees prior learning with relevant entities to allow for wider access to pathways for refugees.
7. In collaboration with partners, UNHCR will seek expansion of existing innovative funding models by launching levy funding frameworks in at least three countries, as well as expanding loan options for refugee students on education pathways.

Ensuring meaningful refugee participation

8. A refugee student-led training for stakeholders on refugee inclusion will be launched through the Global Taskforce on Education Pathways.
9. Refugee university advisors will be employed in different initiatives as key contributors to ensure refugee access and understanding of opportunities.



📷 Libya 2022. Syrian refugee and engineer Mulham and his family become the first refugees in Libya to live and work in Canada under the Economic Mobility Pathways Pilot (EMPP). Mulham and his family were matched up with an employer and supported by the Canadian non-profit talent agency, TalentLift.

B. Complementary pathways in Labour

Refugee labour mobility pathways offer alternatives for refugees to find durable solutions in third countries by using their work experience and skills, outside of resettlement programmes. These pathways recognise refugees' skills, abilities, and talents as well as their need for protection and emphasise how refugees contribute to their new countries, communities, and workplaces. For employers, these pathways can give them access to a new talent pool to fill job openings. An example of a refugee labour mobility pathway is Canada's Economic Mobility Pathways Pilot (EMPP), which combines refugee settlement and economic immigration and helps settle skilled refugees. The EMPP has informed the implementation of other pathways in place in the UK and Australia and the current development of new programs in several other States. The challenge for the next phase of labour mobility pathways globally is to take advantage of current labour market needs across developing economies, and the support of numerous States, NGOs, and private sector actors, to mainstream refugee access and build large scale, self-sustaining programmes.

The [Global Task Force on Refugee Labour Mobility](#) is a multi-sectoral and multi-stakeholder initiative whose mission is to increase refugee access to third-country solutions via labour complementary pathways, through global dialogue and technical advice. The founding members of the Task Force include the Government of Canada, UNHCR, International Organization for Migration, the Australian Government, Talent Beyond Boundaries, RefugePoint, International Chamber of Commerce, and the law firm Fragomen.

Enabling Actions for the next phase

1 Use the Global Task Force on Refugee Labour Mobility to drive expansion through:

- ➔ Identification and targeting for advocacy of high-potential countries, regions, partnerships and initiatives;
- ➔ Engage and share information and technical advice with countries to increase participation in the labour complementary pathways;
- ➔ State-to-State engagement, led by a Champion State, to mobilize political support for labour mobility and support regional initiatives;
- ➔ Capacity building and resourcing to national and local actors, including for new partners and partnerships to initiate, design and implement programmes;
- ➔ Pilot programmes to test coordination between partners in host and receiving countries, identify and address barriers to access, and evaluate and share lessons learnt;
- ➔ Coordination of work of the various stakeholders engaged in the implementation and promotion of labour pathways to expand refugee access;
- ➔ Development of policy and standard setting for labour pathways, including integrating protection safeguards and integrity measures into programmes;
- ➔ Establishment of a global community of practice to document and share successes and ways of overcoming challenges;
- ➔ Promotion of labour pathways at the global, regional, and national level, through coordinated and joined-up approaches to advocacy.

2 Use data and innovative tools to facilitate refugee access through:

- ➔ Development of UNHCR and State mechanisms to gather and analyse comprehensive data on the availability and use of complementary labour pathways;

- ➔ Improved data systems to enable refugees to record and manage their information on profiles, skills, knowledge and experience;
- ➔ Tools to match refugee profiles and skills with existing complementary pathways opportunities;
- ➔ Digital and other communication tools to make information on complementary pathways more widely available, useful and actionable for refugees;
- ➔ Online and other web-based platforms to help refugees access educational, language and skills training resources to prepare for complementary pathways;
- ➔ Development of tools to monitor and evaluate complementary pathways programmes.

The [Talent Catalog](#) is an online platform designed by Talent Beyond Boundaries in collaboration with technical expertise in Lebanon and Jordan is to collect comprehensive data on the professional backgrounds of refugees and displaced people.

3 Build the capacity of relevant actors to facilitate refugee access through:

- ➔ Investment in systems to facilitate information sharing and channelling mechanisms between UNHCR, States and other actors to match refugees with opportunities;
- ➔ Expanded staffing operational capability for UNHCR and partners at the field level;
- ➔ Enable refugees to be competitive in the international labour markets through expanded access to vocational training and skills courses and programmes;
- ➔ Develop financial services for refugees to cover incidental costs associated with labour mobility;

- ➔ Work with authorities, consulates and embassies in host countries to resolve administrative and practical access obstacles, such as the availability of travel documents, skills and education certification, or the issuance of exit permits;
- ➔ Collaboration with education and economic initiatives for refugees in host countries, to ensure a holistic approach on third country solutions and to help prepare and facilitate refugee access to third country education and employment opportunities;
- ➔ Increasing the availability and funding support to relevant partners, facilitating international recruitment processing, including Talent Beyond Boundaries and Talent Lift, and matching against jobs and sector labour shortages

4 Adopt pathways that are designed with a protection and solutions centred approach through:

- ➔ Ensuring alignment of pathways with international labour protection standards on ethical recruitment and decent work;
- ➔ Refugee engagement in the development, design, and monitoring and evaluation of labour pathways, including through consultations on context-specific access barriers and the co-design of tools to gather and evaluate refugee feedback;
- ➔ Ensuring family unity is guaranteed in the design of pathways;
- ➔ Monitoring systems in place for those who access labour pathways through temporary residency permit and mapping of transitions to permanent residence or citizenship for analysis of durability of the pathways;
- ➔ Working with civil society and receiving States to improve knowledge of integration needs outcomes;
- ➔ Expanding availability of community sponsorship support to those who can most benefit including those on labour pathways.

Expanding access to labour pathways: Action Plan 2022-2023

Driving expansion through the Global Task force on Refugee Labour Mobility

1. A labour pathways specific event will be held at the 2023 GRF as a step towards a ministerial level pledging conference to develop and expand programmes.
2. Develop and implement region, industry, and state-specific targeted advocacy plans to catalyse multiple new programmes including through industry and sector-specific initiatives.
3. Review the findings of the UNHCR, Fragomen, and Migration Policy Institute (MPI) legislation and policy mappings to identify the best countries for piloting new programs that can lead to long-term solutions (permanent residency/citizenship).
4. Explore possibilities to convene a regional/ global job fair targeting refugees at e.g., at the Gulf Cooperation Council (GCC) or World Economic Forum (WEF)

Using data and innovative tools to facilitate refugee access

5. UNHCR will upgrade the Opportunities site to link education opportunities to labour pathways
6. Through the taskforce the feasibility of establishing labour mobility support centres based on the HIAS model will be explored

Building the capacity of relevant actors to facilitate refugee access

7. UNHCR will identify partners in targeted countries of asylum to be trained on facilitating labour pathways by various labour mobility and employability partners including Talent Beyond Boundaries (TBB), RefugePoint and Talent Lift



📷 Italy 2019. Hanadi, a Palestinian refugee from Syria, and her daughter Sara, carry coffee for their guests in their new house in Rome. Hanadi and her family arrived in Italy through the Humanitarian Corridors programme. Established by a cooperation agreement between the Italian government and civil society organizations, Humanitarian Corridors is an Italian reception programme for refugees and migrants in particularly vulnerable conditions.

C. Other complementary pathways including humanitarian pathways and named sponsorship

Other complementary pathways, such as humanitarian pathways, humanitarian corridors, and named sponsorship have been increasingly implemented in recent years by some States. In such programmes, admission States offer safe access and temporary or permanent protection to persons whom they consider to be in need of humanitarian protection. Beneficiaries of these pathways are identified by partner organisations or States directly based on criteria specific to the programme.

Humanitarian pathways have proven to be a valuable tool in cases of mass displacement, such as the response to Syria, Afghanistan, and Ukraine, where there has been a great need to provide effective protection to a large number of people in a short period of time.

Finding new ways of leveraging private support for refugees through sponsorship has gained significant

interest in recent years, with a number of countries establishing programs to ensure local support for integration of resettled refugees. Programmes that identify individual refugees through private sponsorship or naming programs, where criteria for identification are separate and in addition to those of resettlement, represent an important opportunity to increase refugees' access to third country solutions through complementary pathways.

In the next phase, UNHCR and its partners will continue working to ensure that all types of sponsorship, be it complementary pathways or integration mechanisms, benefit those most in need through better transparency and monitoring. These additional safe and legal avenues for refugees are important to increase access to protection. They should continue to be used alongside and in addition to resettlement as a tool of solidarity and responsibility sharing.

Enabling Actions for the next phase

1 Use data and innovative tools to evaluate the protection impact refugee access to other complementary pathways through:

- ➔ Development of UNHCR and State mechanisms to gather and analyse comprehensive data on the availability and use of different complementary pathways;
- ➔ Improved data systems to capture information on refugees accessing other complementary pathways;
- ➔ Development of tools to monitor and evaluate complementary pathways programmes. States should share information with UNHCR and other stakeholders on how many refugees are received via humanitarian pathways and named sponsorship separate from UNHCR-referred resettlement;
- ➔ Conduct an analysis of the education, and economic outcomes of refugees admitted through humanitarian pathways. This data will help improve programmes and identify good practices. To the extent possible, the data should be comparable to that on resettled refugees.

In 2019, the Humanitarian Corridors programme won the UNHCR's Nansen Refugee Award for Europe for sponsoring the relocation of over 2,000 persons in need of international protection to Italy in less than four years. The Italian Humanitarian Corridors programme is based on an agreement between a consortium of religious organizations (Sant'Egidio Community; Caritas Italiana; the Federation of Evangelical Churches in Italy and the Waldensian Table) together with the foreign and interior ministries. The Italian programme, currently engaged in Ethiopia, Jordan, Lebanon and Niger, has been expanded to several other European countries, including Andorra, Belgium and France.

2 Ensuring protection-centred procedures to ensure meaningful access to other complementary pathways through:

- ➔ Work with authorities, consulates and embassies in host countries to resolve administrative and practical obstacles, such as the availability of travel documents, or the issuance of exit permits;
- ➔ Collaboration with initiatives offering education and economic opportunities to refugees in host countries, to ensure a holistic approach on third country solutions and to help identify refugees for third country education and employment opportunities;
- ➔ Digital and other communication tools to make information on other complementary pathways more widely available for refugees.

Access to other complementary pathways – Action Plan 2022-2023

1. UNHCR will work with States to and other stakeholders to develop a mechanism which gathers more accurate data and reporting, particularly for humanitarian admissions and named sponsorship pathways
2. Explore options for conducting an analysis of the educational and economic outcomes of refugees admitted through humanitarian pathways in order to identify best practices. To the extent possible, the data should be comparable to that from the 2020 analysis of resettled refugees conducted through the CRISP.



📷 Belgium 2021. Eritrean mother, Genet, and her child arrive at the Brussels Airport to be reunited with her husband and the child's father. While travelling through Libya, they were separated by smugglers. As a result, they were evacuated separately to Niger and Rwanda through the Emergency Travel Mechanism (ETM) from where they were resettled to Belgium.

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D. Family reunification

Family reunification procedures are based on the legal right to family unity. In contrast to all other third-country solutions such as resettlement, education and labour, States have a non-discretionary responsibility to create procedures that enable family reunification. Well-designed refugee family reunification procedures also promote psycho-social wellbeing, aid integration and self-reliance, and establish safe and legal routes to mitigate recourse to dangerous and irregular journeys.

The Global Family Reunification Network (FRUN) is the first global platform devoted to family reunification for refugees and other beneficiaries of international protection. The FRUN draws together key stakeholders, experts and academics in the realm of family reunification with the collective purpose of promoting and facilitating greater access to family reunification procedures. UNHCR acts as the Secretariat of the FRUN. The FRUN is a closed network and prospective members would need to be approved upon consultation with the multi-disciplinary advisory group.

Enabling actions for the next phase

1 Use the multi-stakeholder Global Family Reunification Network (FRUN) to drive good practice and coordination through:

- ➔ Sharing information and experiences to identify administrative and practical barriers, and highlight good practices and successful initiatives
- ➔ Piloting pragmatic collaborative solutions and evaluating lessons learnt
- ➔ State-to-State engagement, led by a Champion State, to mobilize political support for prioritised family reunification
- ➔ Coordinated advocacy channeling stakeholder messaging at the global, regional and national level
- ➔ Enhanced partner coordination to support family unity and facilitate prioritised family reunification procedures in emergency situations.

The use of the FRUN platform to share real-time information and coordinate stakeholder efforts to maintain access to family reunification procedures during the Afghan emergency in 2021 is illustrative of good practices that should inform future third country solutions response mechanisms.

2 Ensure facilitation measures and specific programmes for nuclear or extended family reunification are developed through:

- ➔ Launch of targeted programs to facilitate refugees' access to family reunification through expedited procedures
- ➔ Exchange of lessons learnt on programme design and outcomes, evaluation and exchange amongst various States and other partners
- ➔ Enhanced coordination amongst parties to ensure efficient family reunification procedures in all contexts
- ➔ Capacity building and resourcing to national and local actors, including for new partners and partnerships to initiate, design and implement programmes

- ➔ Utilising parliamentarians and networks at global, regional and country level as advocacy platforms for family reunification
- ➔ Sharing resources between States as well as between States and support actors present on the ground in locations where there is restricted stakeholder presence.

Launched in 2016 and expanded in 2018, the [IOM Family Assistance Programme \(FAP\)](#), funded by the German Federal Foreign Office, provides in-person and remote assistance to families seeking reunification in Germany. Through information provision concerning visa requirements, checking documents for completeness, and collecting visa applications on behalf of the German visa sections, this program has enhanced the accessibility of German family reunification procedures for refugee families. By outsourcing key visa processing functions to reliable, protection-focused partners, states can boost their geographical reach and capacity, and expedite procedures.

3 Adopting protection-centered procedures and processing modalities to ensure meaningful access to family reunification through:

- ➔ Comprehensive registration of identities and family data by concerned authorities
- ➔ Enhanced partner coordination including through the Global Family Reunification Network (FRUN) to facilitate tracing and reunification
- ➔ Streamlined procedures so that refugee families can access family reunification procedures autonomously;
- ➔ Development of tools to monitor and evaluate family reunification programmes and to ensure programmes are tailored to refugee contexts and needs.

In 2019 UNHCR and the Netherlands signed a cooperation agreement allowing UNHCR to facilitate remote family reunification interviews in locations where Dutch consular access is restricted. Remote processing and other digital solutions are similarly being explored by other actors. In 2021, the newly elected German government, in its coalition agreement, expressed willingness to accelerate and increase digitalisation in visa issuance.

4 Use data and innovative tools to facilitate refugee access through:

- Development of UNHCR and departing/receiving state mechanisms, in coordination with partners including IOM, to gather and analyse comprehensive data on family reunification applications, rejections, permits granted and departures/arrivals;
- Improved data systems and enhanced tools for all partners involved in registration activities, for the early capture of additional information on family and dependency ties and their respective legal statuses to assist in tracing and inform eligibility;
- Ensuring innovations developed in the spheres of other third country solutions intersect and inform efforts on family reunification including the extension of processing modalities originally developed for resettlement to family reunification processing, especially in locations where consular access is limited;
- The development of digital tools to allow refugees to access updates on the status of their applications
- Ensuring accurate and user-friendly information on procedures is disseminated to refugee and diaspora communities including through digital communication tools.

Expanding access to family reunification: Action Plan 2022-23

Use of the Global Family Reunification Network (FRUN) to drive good practice

1. *Launch of the FRUN States-Only Group, with a rotating FRUN Chair, to facilitate State-to-State engagement in mobilizing political support for prioritized family reunification.*
2. *Continued advocacy for expanded digitalization of family reunification procedures and use of remote processing harnessing good practices from the Afghan and Ukraine responses*

Facilitation measures and specific programmes for nuclear or extended family reunification

3. *Partnerships with organizations like Miles4Migrants will be strengthened and expanded to enable accessible air travel for family reunification, as well as the expansion of their model through direct engagement with more airlines.*

4. *Continued advocacy for greater flexibility with regard to evidence in the absence of formal documentation.*
5. *UNHCR will continue systematic engagement at the parliamentary level to ensure legislative changes*

Use data and innovative tools to facilitate refugee access

6. *Pilot stakeholder cooperation arrangements to facilitate data collection/sharing or visa issuance, among other processes, to combat situations where consular absence is a barrier to family reunification*



📷 United Kingdom 2019. Dameh, walks with her friends Anna and Jackie, in Ottery St Mary in Devon, south-west England. Anna and Jackie are members of the ABIDE community group, who worked to bring Dameh's family to the town under the UK's Community Sponsorship Programme. The family are part of over 200 refugees who have been embraced by local community groups up and down the UK. The refugees, mostly Syrian, come from the Vulnerable Persons Resettlement Scheme (VPRS), managed by UNHCR and the Home Office. The programme allows charities, faith groups, businesses and other local groups to support the initial reception and integration for refugees directly in the UK.

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GOAL 3: BUILD THE FOUNDATION

Promote Welcoming and Inclusive Societies

The GCR is based on the fundamental principle of international solidarity, which can only be achieved if endorsed as a global public good by third countries receiving refugees. An environment that promotes solidarity, diversity and openness is essential for resettlement and complementary pathways to grow sustainably. Moreover, the arrival of refugees can trigger positive social and economic changes, transform civic culture and local institutions, and promote social cohesion, particularly when local communities are engaged in welcoming them.

Goal 3 focuses on supporting national and local authorities and communities to design and implement programmes that enable the long-term integration of refugees, adopting models that harness the contribution of both local communities and refugees and promoting an evidence-based positive narrative on refugees. In the next phase, more consideration on pre-departure activities as part of the integration process and journey is required.

Established in 2016, [The Global Refugee Sponsorship Initiative \(GRSI\)](#) works to assist and inspire countries around the world to open community sponsorship programmes in order to increase the overall quantity and quality of integration capacity, and strengthen community engagement, for resettlement and other third country pathways for refugee protection. GRSI supports the creation of new programs that countries design to meet their unique needs. The members of GRSI are UNHCR, the government of Canada, the Open Society Foundations, the Refugee Hub of the University of Ottawa, the Shapiro Foundation and the Guistra Foundation.

GOAL 3

Strategic priorities

Initiatives promoting welcoming and inclusive societies are supported

EXPECTED OUTCOMES

- ✔ National and local authorities adopt strategies that promote inclusiveness, embrace diversity and foster the engagement of a broad range of actors;
- ✔ Grassroots initiatives, including those led by refugees, are fostered and inform policy design;
- ✔ Advocacy and communication demonstrating the advantages of diversity, inclusiveness and solidarity are strengthened.

Refugees are able to successfully integrate in their new societies

EXPECTED OUTCOMES

- ✔ Integration-related legislation, policies and frameworks that include refugees, and promptly address their specific needs and abilities are in place;
- ✔ Local strategies and programmes are fully inclusive and co-designed by authorities, civil society, refugees, local communities and the private sector.

Resettlement and complementary pathways foster inclusive societies

EXPECTED OUTCOMES

- ✔ Refugees and receiving communities are adequately prepared;
- ✔ Resettlement and complementary pathways use models, such as community-based sponsorship, that harness local resources and empower communities;
- ✔ The benefits of resettlement and complementary pathways in receiving societies are evidenced and communicated.

GOAL 3

Enabling actions for the next phase

1 Harness national, regional, and local leadership to foster welcoming and inclusive societies and ensure political ownership through:

- ➔ Support for existing local authorities' coalitions and networks to nurture a leading role for regional and local governments in defining and implementing inclusion policies;
- ➔ Further enhancing existing cooperation, learning and knowledge sharing to strengthen the capacity of local authorities and foster innovation;
- ➔ Engagement of traditional and non-traditional actors at the national and local level, particularly the private sector, diaspora, and the media, to demonstrate the advantages of diversity and inclusiveness.

In Scotland, the [New Scots strategy](#) has been developed collaboratively to coordinate the efforts of organisations and community groups across Scotland involved in supporting refugees and asylum seekers. The New Scots strategy actively encourages refugees and asylum seekers to be involved in helping to shape the strategy and its delivery.

2 Support national and local authorities to establish long-term integration policies and programmes that respond to the specific needs of refugees through:

- ➔ Capacity building of States and partners to design and implement integration policies and programmes in receiving countries that respond to refugees' specific needs (including through capacity building initiatives such as the Sustainable Resettlement and Complementary Pathways Initiative (CRISP), The International Rescue Committee Resettlement & Integration Technical Assistance (IRC-RITA), and the International Catholic Migration Commission (ICMC) SHARE Network;

- ➔ Quality preparedness programmes for refugees and receiving communities that are co-designed and implemented in collaboration with local authorities, refugees, diaspora and receiving communities, building upon established predeparture and cultural orientation programmes;
- ➔ Quantitative and qualitative evidence on refugee integration, including through monitoring and evaluation and refugee feedback mechanisms;
- ➔ Use of existing funding (national or supra-national) and new funding streams, such as a solidarity fund for refugees in urban and rural settings;
- ➔ Use of innovative financing models to cover the upfront cost of integration, including models involving the matching of government resources with private funds.

GROW: Growing Solutions and Funding for Refugees was initiated by UNHCR in 2020. GROW aims to boost third-country solutions as well as social and financial support for refugees through mobilizing community-based support for the reception and integration of refugees, combining volunteer mentoring by individual UNHCR donors with an innovative financing model.

3 Develop and support bottom-up approaches that foster inclusion and empower communities through:

- ➔ Support to grassroots initiatives and organisations, including those initiated by the diaspora, to participate in the formulation and implementation of local inclusion policies;
- ➔ Models that promote the direct engagement of citizens and local communities, including community-based sponsorship programmes;
- ➔ Simplified and flexible funding streams adapted to the needs and specificities of grassroots organizations;

- ➔ Local responses coordinated through networks or umbrella organizations that
- ➔ engage grassroots stakeholders and reflect the diversity of communities;
- ➔ States ensuring that, in addition to proper vetting and background checks, refugee sponsorship processes are transparent and easily accessible to qualified sponsors, with manageable costs.
- ➔ Expanding availability of community sponsorship support to those who can most benefit including those arriving on education and labour pathways.

4 Promote and support an evidence-based narrative on refugees through:


- ➔ The dissemination of data and evidence on the contributions and benefits of refugees arriving through resettlement and complementary pathways to political groups, policy makers and other key influencers as well as non-traditional actors;
- ➔ Communication materials that are targeted to specific audiences and co-produced with refugees to demystify, explain,
- ➔ and promote resettlement and complementary pathways.

EU-PASSWORLD is a project under the Asylum, Migration, and Integration Fund (AMIF) that aims to create new places for legal admission and effective integration of people in need of international protection by both designing and implementing new complementary pathway programmes in education and labour with a community sponsorship component and scaling existing ones. By incorporating practices from community sponsorship, the project aims to expand the modalities of facilitating refugees' enrolment in European universities and their access to work-related residence permits in three countries (Italy, Belgium, and Ireland) and in coordination with Caritas-EU.

Building welcoming and inclusive societies: Action Plan 2022-2023

1. Promote integration services for all refugees benefiting from third country solutions, for example through dissemination of [UNHCR's Integration Handbook for Resettled Refugees](#) and the outcomes of the [SHARE Network comparative local community integration research](#) conducted in Belgium, France, Germany, Ireland, Italy and Spain.
2. Conduct mapping of available funding streams and create a repository with links to possible funding opportunities.
3. Through the [SHARE Network](#) develop a 12-month campaign with multiple stakeholders leading up to World Refugee Day in 2023 and the December 2023 GRF focuses on welcoming and inclusive societies, including multiple campaign events.
4. Through the relevant taskforces and initiatives, conduct a mapping of different initiatives linked to welcoming Afghans and Ukrainians to harness good practices (i.e., resettlement, education, labour and family reunification)



 Ireland 2019. Lorca stands in front of a statue in her new hometown, Dunshaughlin, County Meath. Her family, who were forced to flee from Syria to Lebanon, were among the first to benefit from a pilot sponsorship scheme by the Irish government.

ANNEX: GLOBAL ACTION PLAN TEMPLATE

GLOBAL ACTION PLAN

For the implementation of the third country solutions: roadmap 2030

UNHCR, June 2022

Please use this template to indicate any activity that you are undertaking or are planning to undertake for the implementation of the Third Country Solutions: Roadmap 2030 and that you would like to include in the Global Action Plan.

ACTION

Activity

Name of activity
(Max 20 words)

Detailed explanation of activity
(Max 200 words)

Actors

Main actor

**If this is a joint activity,
please list all partners**

Time frame

**When will the activity
be completed?**

ALIGNMENT WITH THE STRATEGY

Please indicate to which expected outcome(s) of the Strategy this activity contributes.

STRATEGY GOAL 1: GROW RESETTLEMENT

- An increase in the number of countries receiving UNHCR resettlement submissions
- New and emerging programmes have the frameworks, systems and procedures in place to successfully resettle refugees
- An increase in the number of refugees departing on resettlement
- Resettlement programmes grow, are sustainable and offer quality solutions to refugees
- Countries have systems to monitor and evaluate resettlement programmes, and address challenges impacting effectiveness and sustainability
- Programmes are predictable, protection-centred, diverse and flexible in order to effectively respond to resettlement needs identified by UNHCR
- Resettlement processes are efficient and include integrity safeguards

STRATEGY GOAL 2: EXPAND ACCESS TO COMPLEMENTARY PATHWAYS AND FAMILY REUNIFICATION

- New complementary pathways programmes are piloted, evaluated and scaled up
- An increase in the number of refugees admitted on complementary pathways
- Collection and analysis of data by States and UNHCR on the availability and use of complementary pathways is improved
- Complementary pathways take into consideration the specific situation of refugees and legal, administrative and practical barriers that limit refugee access are identified and addressed
- Complementary pathways are responsive to the international protection needs of refugees and allow their access to rights and services
- Complementary pathways are part of a progressive approach to solutions and contribute to the objective of enhancing refugee self-reliance

STRATEGY GOAL 3: BUILD THE FOUNDATIONS

- National and local authorities adopt strategies that promote inclusiveness, embrace diversity and foster the engagement of a broad range of actors
- Grassroots initiatives, including those led by refugees are fostered and inform policy design
- Advocacy and communication demonstrating the advantages of diversity, inclusiveness and solidarity are strengthened
- Integration-related legislation, policies and frameworks that include refugees, and promptly address their specific needs and abilities are in place
- Local strategies and programmes are fully inclusive and co-designed by authorities, civil society, refugees, local communities and the private sector
- Refugees and receiving communities are adequately prepared
- Resettlement and complementary pathways use models, such as community-based sponsorship, that harness local resources and empower communities
- The benefits of resettlement and complementary pathways in receiving societies are evidenced and communicated

RESOURCES AND PARTNERSHIPS

Please indicate if additional resources or partnerships are needed
(Max 200 words)

Spain 2019. Minwar, his wife Wafaa, and their four children – arrived in the town of Portugalete near Bilbao, in the province of Biscay in March 2019 after being resettled from Jordan. Since then, faith-based NGOs have mobilised a network of mentors to help them settle in. The community-led project implemented by UNHCR and partners encourages locals in the Basque Country to help refugees integrate. The Community Sponsorship Pilot Programme has volunteers helping five Syrian families for two years. They are supported by the Elliacuría Foundation and Caritas, with additional funding from the regional Basque government for subsidised housing and financial aid.





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