Advancing Solutions for Refugees and IDPs:
New Partners, New Measures

April 14-15, 2015

Workshop Report

REFUGEPOINT
A LIFELINE FOR FORGOTTEN REFUGEES

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Reflections on the Workshop from the RefugePoint Chair

A full summary of the proceedings from the workshop held April 14-15, 2015 at Harvard University, *Advancing Solutions for Refugees and IDPs: New Partners, New Measures* (hereinafter referred to as the "Cambridge Convening"), can be found starting on page 8. These brief reflections from the RefugePoint chair are intended to respond to requests made by several workshop participants to consolidate the views expressed during the Convening, which may feed into various relevant dialogues, such as: the work of the Solutions Alliance; the World Humanitarian Summit; the Oxford Humanitarian Innovation Conference; the Sustainable Development Goals process; the work of the planned Humanitarian Development Action Group; the International Conference on Financing for Development, etc. Further, there were calls, including from UNHCR's Deputy High Commissioner Alexander Aleinikoff, for bold proposals and expansive thinking around solutions for forced displacement as well as for suggestions that might ultimately inform the development of a global action plan on this theme.

In that spirit, what follows is a summary of the key ideas and recommendations emerging from the Cambridge Convening itself and from discussions leading up to and following the Convening. It also includes reflections on the areas where momentum was felt to be greatest and where something approaching consensus seemed to emerge. These reflections center on five areas:

1) The Solutions Alliance;
2) collaboration;
3) a global action plan;
4) data; and
5) media.

I   Support for the work of the Solutions Alliance

The Convening participants expressed enthusiasm for the work of the Solutions Alliance, noting that its composition – particularly the fact that it includes affected countries – represents a positive development and positions it as an auspicious vehicle for making progress on this issue. Developing local, country and regional level working groups within the Solutions Alliance will be key to ensuring that policy-level discussions result in field-level progress.

II   Broadening collaboration

Now that several new partners and sectors have been brought into the displacement dialogue, there was interest in continuing and expanding this engagement, including broadening collaborations between the humanitarian actors traditionally charged with protection and assistance for displaced populations and: anti-poverty and development actors at all levels from multilateral funders to local development NGOs; "venture philanthropists;" the media; private enterprise; researchers; urban planners; branches of local and federal affected governments that have not traditionally been approached, etc. The Convening participants suggested setting numerical targets for increased collaborations, e.g. 3 to 5 development actors and private companies each year that begin including displaced populations in their work and regular operational planning.

Interest was also expressed in finding ways to include elements of a "collective impact" approach and hopefully, in the process, attracting new types of donors to invest. It was suggested that donors could help shift the incentive structures by prioritizing grantees that include displaced populations in their programs.

III   Support for the creation of a global action plan

Perhaps most significantly, the Convening participants expressed enthusiasm for the notion of developing a global action plan to address forced displacement. While it was unclear which entity might "own" such an action plan, some suggestions included the Solutions Alliance or the proposed new Humanitarian Development Action Group. Regardless of which entity serves as a sort of secretariat for the action plan, there was agreement that there would be collective accountability for the actions elaborated in the plan, rather than primarily targeting any one actor. The plan is envisioned to be motivational and direction-setting, rather than a tool for highlighting shortcomings. In terms of its content, reference was made to the recently-released *Global Action Plan to End Statelessness: 2014-2024,*[4] which included action points such as: 1) resolve existing major situations of statelessness; and 2) ensure that no child is born stateless, etc. Similarly ambitious (and necessary) goals were discussed for displaced populations, such as:

1. Reduce the number of forcibly displaced persons living in protracted exile and reduce the average length of their displacement

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[4]   http://www.unhcr.org/54621bf49.html

2. Ensure that displaced persons are able to live more normal, dignified lives, with access to livelihoods, basic services and freedom of movement; and

3. Create new response mechanisms to forced displacement, ensuring that a long-term view is taken and development actors are included from the beginning of a crisis to maximize the positives and minimize the negatives associated with displacement for all concerned.

Some specific action steps suggested to achieve the objectives above were:

1. Resolve a number of existing protracted situations, where feasible. This would occur through expanding opportunities for all three of the traditional durable solutions.

   a. *Voluntary repatriation*: An increased focus on peace-building and sustainable development in countries of origin was recommended, coupled with increased opportunities for facilitated, safe return.

   b. *Local integration*: It is critical that we begin building the evidence base in favor of policies supportive of integration (i.e. measuring the positive contributions of refugees to their host economies and communities) and committing additional development funding to host countries that provide local integration opportunities.

   c. *Resettlement*: It was suggested that total resettlement places worldwide should be increased; the number of countries offering places should increase; and the % of the global refugee population able to avail itself of resettlement should increase. Additionally, attention should be given to the equitable use of resettlement – ensuring the broadest possible distribution of resettlement opportunities geographically and across population groups, in order to ensure that the most vulnerable refugees have access to it.

2. Where durable solutions remain elusive, ensure enjoyment of basic rights and the public services of the host country in the near term. This would include:

   a. Ensuring at least temporary legal residency and freedom of movement within host countries and providing displaced persons with documentation of the same.

   b. Ensuring enjoyment of the right to work and access to livelihoods opportunities, labor markets, credit and financial services, and training and education facilitating self-reliance.

    c. Ending dependency on humanitarian assistance by removing barriers to displaced persons' access to education, health and other public services, as well as transitioning from in-kind assistance to cash-based assistance.

3. Establish joint humanitarian-development programming and funding mechanisms to better manage existing situations of protracted displacement and prevent new situations from becoming protracted. This would entail:
    a. At the local level: including displacement within national and local development planning in host countries and providing the countries additional support for doing so (e.g. displaced populations should be included in the UNDAFs).
    b. At the global level: overcoming institutional silos within international agencies and governments by establishing joined-up humanitarian-development administrative procedures, funding mechanisms and implementation plans.

Support was expressed by the Convening participants for the above elements of a potential future action plan being further elaborated, with a timeline established for accomplishing these goals, and interim, measurable milestones along the way. In sum, while ideally resolution of protracted displacement would come through the three traditional durable solutions and certainly the organizations participating in the Convening supported the continued lobbying for greater rights for displaced persons (e.g. legal residency, work authorization, freedom of movement, etc.), it was felt that pragmatic gains could meanwhile be made that would advance the quality of life of displaced persons through strategic engagement with local government officials, host communities and the private sector.

IV   Improving data and its use

Given that "new measures" was one of the themes of the Convening, there was much discussion of the importance of quantitative and qualitative data for several purposes: 1) to build the evidence base surrounding the positive contributions displaced persons make (and could increasingly make, with better policies in place) to their host communities and economies; 2) to improve performance management and better assess which policies and programs are most effective, and 3) to set concrete, measurable targets on reducing and eventually eliminating protracted displacement, and better tracking progress against these targets. For all of these uses, it was agreed that more high quality quantitative and qualitative studies should be conducted in more locations, and that better use be made of existing research and data.

V   Strategic use of media

There was broad interest among the Convening participants in exploring the potential of high-profile media opportunities to raise awareness of and change perceptions around displaced populations, the modes of response to them, whose concern they are, etc. Target audiences would be multiple: the general public of affected countries, the general public of donor/destination countries, and policy-makers (encouraging development actors to join with humanitarian actors in long-range planning and programming that encourages resilience and self-reliance). It was agreed that media could play an important role in altering discriminatory perceptions and policies in host environments.

Conclusion

In conclusion, the way forward might best be summarized by the "four inclusions" promoted by Mr. Aleinikoff in his keynote presentation. As Chair of the Convening, RefugePoint supports his call for: 1) inclusive planning processes among host states, humanitarian, development actors and civil societies from the beginning of crises; 2) inclusion of displaced populations in the economic life of host countries; 3) inclusion of displaced populations in the basic social services of the host countries; and 4) inclusion of the displaced in the global development agenda, to incentivize the other inclusions. RefugePoint is eager to carry forward the momentum from this Convening and stands ready to help raise and further elaborate these issues through the available dialogues and mechanisms enumerated above.

Summary of Proceedings

Tuesday, April 14

Item 1: Welcome Address
Sasha Chanoff, Founder & Executive Director, RefugePoint
Deng Chol, Co-chair, Harvard Kennedy School's Student Ambassadors

On behalf of RefugePoint, Sasha Chanoff welcomed the workshop participants and stated that global migration is a defining issue of our time. With one of every seven people in the world displaced including 52 million having fled war, violence, and persecution, he commented that there is urgency in forging new joint measures and partnerships among refugee and development actors.

Mr. Chanoff summarized how the workshop came about, building largely on the momentum of The Solutions Alliance and the Oxford Humanitarian Innovation Program. He noted that the aims of the workshop were multi-fold:

- to bring new partners into the dialogue who could potentially contribute to solutions for displaced populations (e.g. the business community, development NGOs, philanthropists, media, etc.);
- to share existing knowledge and data and identify areas where further evidence-gathering would be beneficial; and
- to begin eliciting goals and indicators that could be jointly owned to drive progress on solutions for the displaced, in other words, to begin considering a global action plan for displacement.

Deng Chol welcomed participants on behalf of the Kennedy School's Center for Public Leadership. Drawing on personal experience as a refugee from Sudan, Mr. Chol emphasized the importance of dignity in refugee settings. He cited the example of his grandfather who went from being a prosperous farmer with over 600 cattle to living in a refugee camp relying on aid. He noted that the international community struggles to get beyond addressing hunger and other basic needs, but must increasingly find ways to include refugees and IDPs in economic opportunities and development planning. Doing so, he posited, would help address root causes of refugee-producing conflicts as well.

Item 2: Keynote Address
Alexander Aleinikoff, Deputy High Commissioner, UNHCR

"Towards a new standard model for managing displacement that promotes self-reliance and solutions?" *~Alexander Aleinikoff, Deputy High Commissioner, UNHCR*

Mr. Aleinikoff began by saying that Mr. Chol had summarized the problem well and that we must now contend with the reality that 15+ years of displacement is not the exception but the norm. He proposed a sort of fourth Newtonian law of motion: that persons displaced by conflict tend to stay displaced. Old conflicts are not being resolved and we should anticipate that the refugees fleeing today will end up in protracted situations.

Mr. Aleinikoff stated that we are still addressing protracted displacement in an under-resourced humanitarian mode, resulting in long-term dependency for millions around the world. This is the burden-sharing bargain that the international community has arrived at with host countries: the host countries allow the refugees to enter, but the international community must do the rest, resulting in closed camps, closed labor markets, closed basic services. This is the second exile that refugees face. Having been exiled from their home countries, they are again exiled from the services and markets of their new host countries. This burden-sharing bargain has created entrenched parallel systems for refugees and displaced populations.

Mr. Aleinikoff said in summary: our humanitarian responses are inadequate and our development systems are not set up to address long-term displacement. To begin to address this condition of "second exile," he proposed four "inclusions:"
1. Inclusive planning processes between humanitarian and development actors from the beginning of crises, developing a comprehensive plan to deal with displacement as a whole;
2. Inclusion of refugees in the economic life of the host state, including right to work, start businesses, join unions, etc. This should be distinguished from political inclusion. The concept of "local integration" need not be equated with citizenship.
3. Inclusion of displaced persons in local schools, clinics, and other basic services.

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This will necessitate avoiding parallel systems and rather channeling support to local communities, teachers, doctors, etc.

4. Inclusion of displacement in the development agenda on the part of international development actors, host states and donor states.

In conclusion, Mr. Aleinikoff commented that he dreams of a day when countries compete to host refugees. He noted, however, that displacement is not included in the Post-2015 Sustainable Development Goals, which further highlights how the development world largely continues to overlook this issue. He posited that it is because of the "second exile" described above that displaced populations have been invisible in this process. He challenged workshop participants to help set goals around displacement, such as: identifying a few protracted situations and developing comprehensive plans to resolve them; and improving the quality of life for displaced persons more broadly by campaigning for freedom of movement, right to work, and self-reliance policies. Finally, he encouraged participants to make bold proposals to better manage displacement and contribute to developing a new language for building a political movement to help increase the dignity of over 50 million displaced people.

Item 3: Opening Panel: How can we promote the inclusion of displaced populations in development planning and existing basic service structures?

Facilitator: *Niels Harild, Lead Displacement Specialist, World Bank*
Panelists:
- *Thomas Thomsen, Co-Chair of the Solutions Alliance, Ministry of Foreign Affairs of Denmark;*
- *Simon Henshaw, Principal Deputy Assistant Secretary, U.S. Department of State, Bureau for Population, Refugees and Migration*
- *Izumi Nakamitsu, Asst. Secretary-General of the UN, Assistant Administrator of UNDP and Director of Crisis Response Unit*

This panel examined the current mechanisms and incentive structures of development and put forth suggestions for how those could be built upon to include displaced populations. Some signs of progress but also cause for alarm and urgency were noted.

The panel speakers noted that the "relief to development" gap was an old issue and that little progress had been made on it over the years. It was recommended that we should rather think of it as "relief and development" – i.e. joint, simultaneous processes. It was commented that the fact that the humanitarian system is in crisis (appeals have increased by 600% and target populations nearly doubled since 2004) represents both a challenge and an opportunity.

Things cannot continue as they are and the pressure to find new paradigms is stronger than ever. With the Post-2015 development agenda and the upcoming World Humanitarian Summit, we are at a critical juncture where new solutions must be found.

The importance of finding pragmatic compromises with host governments and creating economic incentives was highlighted by many of the speakers. It was noted that structurally, development aid works differently than humanitarian aid. Funding is channeled directly to governments, who are in the driver's seat to determine the needs of their countries and the contents of their development plans. In order for multilateral development actors (like the World Bank and UNDP) to support efforts for displaced populations, those populations must be included in the national development plans. For that reason, the "additionality" of funding for the displaced is essential. "Conditionality" was also put forth as a potential strategy: for development funding to be made conditional on the inclusion of displaced populations in the national plan.

Some examples were cited where progress had been made in incorporating displaced populations into World Bank initiatives in the Horn of Africa, with additional funds to improve the lives of nationals while assisting refugees with self-reliance strategies. This was found to have opened up a different sort of dialogue with the governments involved. The panelists emphasized the need for increased impact assessments and a more robust evidence base to make these policy shifts more attractive to host governments.

The recently-created Solutions Alliance was highlighted as an auspicious framework for moving this issue forward, in large part due to its inclusive structure, which brings together donor and host governments, UN agencies, multilateral financial institutions, civil society organizations, international NGOs, the private sector, and academia. It was noted that the

crucial challenge will be how to roll out the Solutions Alliance at the national levels, which is beginning to happen in regards to Somalia and Zambia.

Solutions Alliance members are seeing increasing interest from affected governments in discussing displacement. Particularly Turkey, Jordan and Lebanon have expressed interest in engaging with the World Bank and UNHCR on displacement issues. Turkey has also volunteered to be a co-chair of the Alliance in the coming year. It was also highlighted that the "brand recognition" of the Solutions Alliance is growing. The UN Secretary-General has mentioned it in speeches and it is gaining traction and attention among donors and operational partners.

The panelists sounded a note of urgency on this issue, saying that we are now at a critical juncture and if we miss this occasion to find better ways to address displacement, we may find it unsolvable in the future. To that end, development organizations should ensure that displaced populations are reflected in the UN Development Assistance Frameworks and Poverty Reduction Strategy Papers for each host country, providing a legitimate entry point for development actors to address displacement. Similarly, donors will need to rethink financing models so that displaced populations no longer fall between the cracks of financing streams.

Item 4: Refugee Economies: Forced Displacement and Development
Dr. Alexander Betts, Director, Refugee Studies Centre, Oxford

Dr. Betts provided a brief overview of existing research on refugee livelihoods and the economic impact of refugees and also a brief review of the history of efforts to include refugees in development agendas. He then presented the results of the Refugee Studies Centre's recent research on refugee economies in Uganda, which debunked several commonly-held beliefs about refugees.

Dr. Betts stated that refugees lead economic lives irrespective of structural

restraints. He commented that prior efforts to include refugees in development took an exclusively state-centric approach, which might in part have precipitated their failure. Namely, these efforts focused on securing commitments from host states to integrate refugees and include them in their services, while also securing commitments from donor states to support the host states in doing so. What these efforts missed were market-based approaches and arguments for greater inclusion of refugees.

Dr. Betts noted that research on this topic has tended to be binary: either focusing on refugee livelihoods or on the economic impact of refugees on the host state. His team aimed to complement existing research with a focus on "refugee economies" – putting refugees at center of the inquiry and developing a better theoretical understanding of what difference it makes, economically, to be a refugee versus a similarly situated national, and what are the relevant variables, such as years of education, prior work experience, and length of stay in the host country.

The data Dr. Betts' team collected from refugees in Uganda was summarized as debunking five commonly held myths, namely that refugees are: 1) economically isolated; 2) a burden on the host state; 3) economically homogeneous; 4) technologically illiterate; and 5) dependent. The data indicated that, on the contrary, refugees in Uganda were involved in globalized trade networks and supply chains and were also employing others (40% of whom were Ugandan nationals). Refugees participate in some 200 different income-generating activities and use mobile phones, broadband, and the internet, where available, to support those activities. Lastly, the data showed that refugees create their own cooperatives and social enterprises. Dr. Betts concluded that there is already much happening that can be built upon in terms of refugee economies, as we seek to increasingly normalize the lives of refugees in their host countries, and that it is essential we gather more and better data around this to fortify our efforts.

Item 5: Collective Impact: What is it and what is required in order to advance our collective impact in this field?
Kyle Peterson, Managing Director, FSG

Kyle Peterson introduced the framework of "Collective Impact,"[1] which his agency, FSG, has deployed in the context of several complex social issues as a means to harness the existing assets within systems and create impactful partnerships among key stakeholders within those systems.

Mr. Peterson outlined the five conditions that FSG has found to lead to strong alignment among disparate stakeholders and set the stage for powerful collective results:

1. **Common agenda** – a shared vision for change, a common understanding of the problem and a joint approach to solving it;
2. **Shared measurement systems** – agreement on the ways success will be measured and reported;
3. **Mutually reinforcing activities** – agreement upon a division of labor that plays to each entity's strengths, in a mutually-reinforcing, coordinated way;
4. **Continuous communication** - consistent and open communication, trust-building and creating a common vocabulary;
5. **Backbone support organization** – an organization dedicated to and skilled at supporting the initiative, so that coordination does not take time away from the operational entities.

Mr. Peterson observed that many philanthropists are attracted to what he called "catalytic philanthropy" and are motivated to support an initiative that is truly collective and therefore has the potential to bring about broad systemic change. Mr. Peterson led the workshop participants in an exercise using a process known as "appreciative inquiry" to accelerate connections and trust-building, build on the strengths and assets of the organizations in the room, and open minds to new possibilities.

Participants paired off and shared stories with each other of an instance when they (either

1   Kania, John and Mark Kramer. "Collective Impact." *Stanford Social Innovation Review*, Winter (2011): Pages 36-41. See also: http://www.fsg.org/approach-areas/collective-impact

as individuals or as part of an organization) made a difference in the life of someone who was in a vulnerable situation. This was intended to highlight the assets and strengths that we already possess collectively, rather than focusing on the deficits in the system. Considering what enabled these successes to occur, some recurring themes were: strong relationships with other stakeholders, good communication, joint advocacy, open-mindedness and being willing to set aside assumptions, and listening carefully to the vulnerable individuals to understand their needs.

Mr. Peterson then moved to the second part of the interactive exercise, which focused on "imagining the future as if it were now." Participants were asked to imagine that it is 2025 and many of the issues that we are grappling with today have been resolved. As a starting point, the background document encouraged participants to "envision and describe a future where displacement is managed differently than it is today. A large proportion of forcibly displaced persons have opportunities to lead more or less normal lives with dignity. The communities and nations that host them are welcoming and recognize the contributions they make to the economy and society. Policymakers and leaders have set transparent goals for achieving better outcomes for the displaced and their host communities, and progress is measured and shared. Multilateral and individual funders disburse funds in ways that incentivize the inclusion of displaced populations in development. Public perception has shifted from the expectation that displaced persons live on handouts in camps to the expectation that they transition quickly to normal lives absorbed into communities."

Participants were then asked to reflect on what this future state looks like and what it took to get there. The following represent some highlights from among the many creative ideas that emerged. In 2025:

- We have much better **data**, which has facilitated numerous improvements. E.g. better data informed us how much protracted refugee situations cost, allowing the international community to elect to invest that amount up front to create new markets for refugee workers and transition quickly to self-sufficiency. UNHCR is no longer an implementer but a data-gatherer.
- **Technology** is far advanced and smart phones are ubiquitous, giving us much better data on displaced persons and their needs. Technology has also resolved documentation issues for refugees, with web-based birth certificates, travel documents and educational transcripts. Technology also facilitates access to services, funds and information.
- **Camps** (where still necessary) have been reimagined – to be more dignified, like university campuses, where individuals exert choice and have opportunities to better their lives. While camps may still prove necessary for a short period of time, the right to freedom of movement for refugees is now widely upheld.

- There is multi-year solutions-oriented **joint planning** and funding from the beginning of a crisis, ending parallel services for refugees.
- We have agreed to standardized global **measurements** and we now know how to measure 'human flourishing,' allowing for better planning and programming.
- **Development** investments are based on geographic areas rather than the status of populations in those areas and host countries are held accountable for their treatment of refugees.
- Vocational training is universally available, training on specific professions for specific markets, so that countries and private industry vie for displaced persons and their talent. Refugees are now **economically integrated** into their host countries and the global economy.
- With economic integration came a reduced emphasis on legal status as well as increased inclination of host countries to grant the full spectrum of **rights** and permanent residency, including guaranteed secondary education, work rights, land rights, etc.
- **Humanitarian relief** operations end quickly and local aid delivery capacity is supported, minimizing the role of international agencies.
- With more refugees in diaspora voting, there is increased political will for **conflict resolution** and addressing root causes of refugee flows. The growing diaspora has also helped create more welcoming communities.
- **The Together Prize** was created -- a $X million prize for host countries and communities with inclusive policies towards displaced populations.
- A popular **TV** soap opera highlights the lives of refugees.
- Much progress has been made since a **global action plan** to address displacement was developed and widely endorsed. Several important milestones have been reached towards the goals of: reducing the number of forcibly displaced people globally; reducing the average length of exile; reducing the number of people living in camps or camp-like situations without freedoms or inclusion in local economies and services; eliminating long-term dependency and ensuring the right to work and pursue livelihoods; and including displaced populations in national and local development plans in host countries.

To conclude, Mr. Peterson noted that imagining future desired states is a powerful way to approach goal-setting unfettered from the well-known challenges. He encouraged participants to remember the assets in the system and the factors that led to prior successes and approach future goals with those strengths in mind.

Item 6: New Partners – Operational, Strategic, Philanthropic, Enterprising: What are the barriers & opportunities with respect to new models to better manage displacement, maximizing the positives and minimizing the negatives?
Facilitator: Manisha Thomas, Head of Secretariat, Solutions Alliance
Break-out group facilitators:
* *Christina Jespersen, Senior Strategic Planner, UNHCR*
* *Dale Buscher, Senior Director for Programs, Women's Refugee Commission*
* *Loren Landau, H.J. Leir Chair in International Migration, Tufts University*
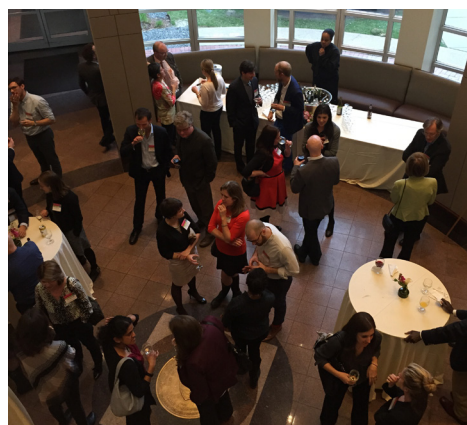
Manisha Thomas introduced the session topic, commenting that now that we have imagined some desired future conditions, we should discuss more in detail the strategies to get there and the partners to engage. Three major themes were identified for group discussions: 1) access to basic services (facilitated by Christina Jespersen); 2) protections, rights and freedoms (facilitated by Loren Landau); and 3) livelihoods and self-reliance (facilitated by Dale Buscher). The groups met for one hour and then adjourned for the reception. The report back to the plenary was provided the next morning (see below).

Reception: The Center for Public Leadership (CPL) at the Harvard Kennedy School hosted a reception for workshop participants. Max Bazerman, the Co-Director of CPL, delivered welcoming remarks and announced that, as part of its mission to develop and recognize leaders and change-makers, CPL is accepting nominations for the 2015 Gleitsman International Activist Award.

<u>Wednesday, April 15</u>

Day Two of the workshop commenced with a report-back on the group discussions from the prior afternoon.

Item 6 (continued):
Christina Jespersen summarized the discussion from the "access to basic services" group:
- The terms were clarified to refer to services provided by local institutions as opposed to international agencies.
- Beyond securing access to health, education and sanitation, access to basic services should include finance and banking, technology, internet, and information platforms.
- The *right* to services does not necessarily guarantee *access* to services. Access still often has to be wrangled.
- In looking at service provision, a thorough analysis is needed of the local political economy, as service providers are typically part of the local political infrastructure and may be constrained from including displaced populations for political reasons.
- Displaced populations are also their own agents for inclusion and individuals who have been successful in accessing services can advise others.
- Innovations such as localized apps for services should be built upon, such as "ServiceInfo"[2] the open source app recently released by IRC to help connect service providers and beneficiaries (also allowing beneficiaries to review the quality of services).

Loren Landau summarized the discussion from the "protection, rights and freedoms" group:
- It is important to distinguish between negative and positive rights – protection from exploitation and abuse, and freedoms to make choices. Depending on which of these objectives is sought at a given time, different strategies will be necessary, from highly formal and legal to deeply social and identitive.
- In pursuing rights, we should also be pragmatic and, while not letting go of our principles, find opportunities for incremental gains that open space for progress rather than inviting political backlash that might close space further.
- We should sometimes be ready to take a back route to rights. Alternative ways of framing an issue might achieve more. The right to work, for example, could be framed as a broad-based initiative to promote prosperity for all. Physical protection could be reframed as 'building safer communities.' This might help create solidarities with host nationals that better protect refugees.
- Large-scale, high-level solutions are important, but increasingly change can be

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2   https://serviceinfo.rescue.org/app/

achieved by mobilizing and incentivizing actors at multiple levels. This necessitates a more careful reading of local political and economic dynamics and may mean working with local governments to eventually change national policy (see the work of the Urban Institute).

- Appealing to various institutional interests may be more effective than appealing to sympathy. Some examples could be: finding ways to help government entities achieve their goals while simultaneously improving refugees' access to services; helping the banking sector gain new clientele by engaging them in the effort to promote documentation for refugees; or encouraging unions to help prevent exploitation. Donor funds could help shift performance incentives in ways that create inclusions for refugees. Mr. Landau concluded that we need to develop the data, analytical insight and skills to read the changing local environment and engage politically. He commented that only by finding an alignment of interests with our partners will we achieve our ends.

Dale Buscher summarized the discussion from the "livelihoods and self-reliance" group:
- There are very high (and perhaps unrealistic) expectations of what livelihoods can do to expand solutions for displaced populations. It should be remembered that employment and enterprise are difficult everywhere and that livelihoods are expensive interventions.
- Much of the discussion revolved around connecting displaced persons with markets for their skills and products. This could involve movement (resettlement or alternative forms of migration) or no movement (connecting with local or global employers or markets without relocating). It was suggested that in either instance, developing better profiling and data of the skills and occupations of displaced persons would assist in matching them with opportunities.
- Regarding economic options involving movement, a couple of issues were raised: 1) the danger of creating a "luxury subgroup" of the most skilled refugees picked for resettlement, rather than the most vulnerable; and 2) the emphasis on the legal framework surrounding refugee status makes it difficult for refugees to follow economic opportunities (e.g. they can lose status upon even a brief return to their home country).
- Regarding options that do not involve movement, examples were given such as the "business process outsourcing" (BPO) model pursued by iMerit in Delhi and now expanding to several other countries. iMerit has trained over 25,000 refugees who are now employed in technology services. Kiva has also developed its KivaZip program, to extend zero-interest credit to high-risk borrowers through "trust networks" and, with RefugePoint as the "trustee," has recently begun reaching urban refugees in Kenya. One Acre Fund has recently begun discussions with UNHCR in Rwanda

to explore including refugee farmers along with nationals in their programs to increase crop yields. UNHCR has brokered relationships to connect Syrian artisans with large-scale import companies. Talent Beyond Boundaries is an emerging NGO focused on matching skilled refugees with international employers. It was also noted that UNHCR is piloting the BRAC graduation model for extending loans to urban refugees.

- UNHCR is gaining experience in this area, but is mindful that livelihoods is ultimately a development issue, not a humanitarian one. Traditional humanitarian partners are not normally best-placed to execute livelihoods programming and expertise should be drawn from development actors.
- There is some tension between targeting economic interventions at those most likely to succeed versus the most vulnerable. It was suggested that economic interventions might differ from humanitarian interventions in this respect, and that perhaps it is most effective to target those likely to succeed, with the assumption that they each support several others who may be vulnerable.
- It was suggested that donors, governments and NGOs "mainstream" displacement into their projects and grants, much as with gender, and adopt policies and holistic approaches to dealing with displacement.

Mr. Buscher concluded by saying that creating enabling environments for self-reliance will require a different kind of engagement with governments, the private sector, diaspora groups, etc., and removing the disincentives to self-reliance that are inherent in the current systems.

Item 7: New Measures - How do we know if we're succeeding? Discussion of existing measurements around solutions and opportunities for collective target-setting
Facilitator: George Biddle, Executive Vice President, International Rescue Committee Panelists:

- *Stephanie Dodson, Managing Director, Draper Richards Kaplan Foundation* - What social entrepreneurial funders look for in terms of measurable impact

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- *Amy Slaughter, Chief Strategy Officer, RefugePoint* - Measuring and expanding equitable access to resettlement: applicability to solutions more broadly?

- *Dr. Karen Jacobsen, Acting Director, the Feinstein International Center and Associate Professor of Research at the Fletcher School of Law & Diplomacy, Tufts University* - Measuring change in achieving durable solutions: the importance of collaboration

- *Melanie Khanna (Head of Unit, Solutions and Development, UNHCR) & Betsy Lippman (Chief of the Operations Solutions and Transition Section, UNHCR)* – Establishing goals and milestones as elements of an Action Plan on managing displacement?

Mr. Biddle introduced the topic, noting that much progress had been made in recent years among the humanitarian community in evaluating its work, creating baseline data, developing measures for change, and moving toward evidence-based outcomes. In IRC's own programming, outcome metrics were recently developed for the categories of health, education, power, safety, and income. IRC has also been wrestling with the notion of floor targets for humanitarian needs at an early stage to link crisis response with a continued process toward development. These floor targets were promoted for inclusion within the Sustainable Development Goals (SDGs), since crisis-affected populations can present a challenge to achieving the SDGs. It remains to be seen how and whether the Post-2015 Development Agenda will grapple with displacement.

Mr. Biddle commented that the Solutions Alliance has led to concrete action on the ground in Somalia, developing scenarios for durable solutions coming out of survival and crisis response efforts. He said that IRC has been part of an effort looking at the InterAgency Standing Committee Framework for Durable Solutions for Internally Displaced Persons,[3] but that that framework is limited to immediate survival needs, whereas solutions must be found to enable people to live fruitful lives.

What social entrepreneurial funders look for in terms of measurable impact

Stephanie Dodson described the history and approach of venture philanthropy and the importance of good data and measurable impact. She said that venture philanthropy started about 30 years ago when there were huge amounts of venture capital and an interest to get involved in philanthropy, but a desire to use the money to really make a difference. Venture philanthropists brought their business minds to philanthropy and scrutinized where real change is happening, who has a solid theory of change (not just a compelling mission),

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3   https://interagencystandingcommittee.org/other/documents-public/iasc-framework-durable-solutions-internally-displaced-persons

and where does the data support the possibility for creating meaningful change? Venture philanthropists look for organizations with a data culture and fact-based decision-making systems, and an ability to scale their impact, whether by serving a lot of people directly, or bringing about policy shifts that affect a lot of people. It is also important that organizations use data to determine what's working and what's not working and be willing to be transparent about that and course-correct.

Questions and discussion following Ms. Dodson's presentation centered primarily on the potential appeal of a collective impact project to venture philanthropists. Ms. Dodson commented that it takes a sophisticated donor who is patient with longer-term outcomes to invest in such a project, but that it is among the most exciting work being done. Thoughtful donors know that no individual organization can bring about lasting systems change alone.

Measuring and expanding equitable access to resettlement: applicability to solutions more broadly?

Amy Slaughter presented a resettlement data analysis that RefugePoint carried out relating to the relative intensity of resettlement from the various host countries in Africa over the past ten years. She noted that this followed naturally on the heels of Ms. Dodsen's presentation, as RefugePoint was largely propelled to look more rigorously at its measurable impact by its venture philanthropy donors.

Ms. Slaughter shared data showing that from 2003 – 2013, over 265,000 US resettlement slots went unfilled. The goal and messaging was easy then: RefugePoint aimed to add referral capacity to fully utilize available quotas. As the gap decreased over the years, RefugePoint increasingly focused on the distribution of resettlement opportunities and sought to ensure more equitable access to this life-saving solution, so that the limited slots available were reaching the refugees most at risk.

To measure this effort, RefugePoint started with the fact that, globally, an average of 1% of refugees are resettled each year. The lens of that global average was then applied to each

host country in Africa to see which typically exceeded and which fell short of the average over the past 10 years. This analysis quickly illuminated which countries are chronically under-served, leaving the refugee populations in those countries with a much lower chance of being resettled. In 2003, only 13% of host countries in Africa reached the global average of 1% resettlement. The need to strive for greater equity and build a more predictable, expansive resettlement infrastructure seemed clear. To simplify a metric to track progress on this effort, RefugePoint aggregated the "country scores" into one metric: the percentage of host countries in Africa from which at least 1% of refugees are submitted for resettlement in a given year. Since 2003, this metric has risen from 13% to 44% in 2013 – a feat of which UNHCR and resettlement country governments should be proud.

Finally, this analysis led RefugePoint to suggest that three key performance indicators could be utilized to track resettlement impact: 1) the total number of resettlement submissions from each region (as is currently reported); 2) the percentage of countries in that region from which at least 1% of refugees were submitted for resettlement; and 3) the percentage of refugees living in a country meeting that 1% threshold (to ensure that no bias develops in favor of small populations to quickly achieve 1%).

Ms. Slaughter concluded by noting that RefugePoint is actively considering the applicability of this measurement framework to other solutions, such as increased inclusion and self-reliance in host countries. In its Nairobi office, RefugePoint has developed and is iterating on a tool for measuring stability, self-reliance and security among urban refugees and hopes that the framework for quantifying resettlement equity will soon find its parallel in setting numerical targets around urban refugee inclusion.

Measuring change in achieving durable solutions: the importance of collaboration

Dr. Karen Jacobsen spoke about the weaknesses in available data and the disconnect between researchers and policy-makers/practitioners. She noted that in designing programs and measuring outcomes, we tend to focus on UNHCR's registration data because that is what we have readily available. But she questioned: who is being left out of the scope of interest by solely utilizing UNHCR's data? Who is included in that data that should not be (e.g. refugees who have achieved durable solutions and should no longer be considered refugees), and who is excluded from that data that should not be (e.g. unregistered refugees, older caseloads, IDPs, etc.)? She emphasized that other data does exist but is often not used. Researchers do good work and put out reports and expect them to be taken up to influence programming. But that has never worked and never will, Dr. Jacobsen said. Instead, in addition to bridging the relief/development gap, we need to bridge the researcher/practitioner gap and jointly design research projects from the start to ensure the results will influence programming and

advocacy. Without this broader scope, it will be difficult to measure "solutions" beyond the traditional three durable solutions, using indicators such as sense of security and access to livelihoods.

Establishing goals and milestones as elements of an Action Plan on managing displacement?

Melanie Khanna commented on the difficulty of setting numerical targets around solutions, noting that as yet, no clear, measurable goals had been set around solutions either at the agency level (UNHCR) or the collective level (e.g. through the Solutions Alliance). Some of the difficulties have been the inherent political nature of quantitative indictors around repatriation, local integration and resettlement, as well as the question of whether the discourse of rights is the most effective way to move the agenda forward.

Ms. Khanna reiterated that the highest-level goals of the Solutions Alliance are to disentangle protracted situations and prevent new situations from becoming protracted. She encouraged the workshop participants to consider whether establishing a road map or action plan towards these goals would be helpful. For instance, one milestone could be identifying 3 to 5 protracted situations that we collectively commit to trying to resolve over a defined number of years. Other goals could conceivably be linked to the "four inclusions" elaborated by Mr. Aleinikoff in his opening keynote address. In conclusion, Ms. Khanna expressed her hope that this community could continue to work together informally.

Betsy Lippman explained that at UNHCR, an understanding of livelihoods is a recent addition to discussions of outcomes metrics and efforts are underway to better measure impact in livelihoods programming. UNHCR established a livelihoods advisory board, including the Ford and Rockefeller Foundations and the anti-poverty NGO Synergos. In March, UNHCR issued minimum criteria for its field offices engaging in livelihoods programming, including: they must conduct a baseline study and needs assessment; they must conduct a market assessment and value chain analysis; there must be context-specific livelihood plans; they must justify their partner relationships and map other partners on the ground to ensure that they're linking with development experts; microfinance programs must partner with accredited microfinance experts; and they must have impact measurement in place.

Ms. Lippman noted that UNHCR now has an economist on staff who is exploring new metrics for economic inclusion and impact assessment. UNHCR is also working with the World Bank in analyzing the data in its ProGres database to consider how much more data would be needed to better understand poverty levels among its clientele and better target programming.

Item 8: Making displacement everyone's business: reshaping public perception with new language and strategic use of media

Joshua Bennett, V.P., Head of Production, Producer, Show of Force

Joshua Bennett presented on the potential of utilizing a "transmedia" approach to "develop a new language for building a political movement," as Mr. Aleinikoff suggested in his keynote, and thereby change perceptions of displaced populations both among the public and decision-makers. Transmedia, he explained, is telling a story across the spectrum of medium platforms, meeting the audience where it lives (whether on social media, television, radio, apps, online gaming, etc.). This was the approach his production company, *Show of Force*, used with the campaign around gender equality *"Half the Sky,"* with Nick Kristof and Sheryl Wudunn. For that project, he noted, they built a broad-based coalition involving over 30 NGOs and raised over $6 million for their work.

Mr. Bennett asked participants to divide into three breakout groups to discuss the following related to displaced populations:

- How do we want to change current perceptions, and to whom are we talking?
- What are the barriers, obstacles and challenges in getting the story out there?
- How do we use media and what is the best way to reach target audiences?

Some of the common themes that emerged from the breakout discussions were:

- There is a tension between appealing to the moral imperative of welcoming displaced populations (depicting them as victims) and the economic benefits of doing so (depicting them as skilled contributors). There was a general sense that we have been saturated with the prior message, which hasn't worked very well, and now we need to change the dialogue and focus on the latter.
- One way to accomplish this could be to juxtapose the results of different policy decisions. E.g. this is what it looks like when refugees are kept in camps without opportunities, and this is what it looks like when refugees are included in local economies and services.
- A media campaign could feature refugees telling their stories of what they would love

to do if they had the opportunity. E.g. 'this woman is desperate to be a doctor but can't access the system. Imagine what she could do for you if she were trained and allowed to work.'

- It was cautioned that we run the risk of dehumanizing refugees by characterizing them at either extreme of the spectrum of dependency (victims) and sustainability (contributors). Rather, they should appear as the three-dimensional, diverse human beings that they are. It is the policy constructs that surround them that make the difference (e.g. whether they have the right to work and freedom of movement); there is nothing intrinsically different about them as human beings.

Item 9: Next Steps and Entry Points: What are our take-aways and where are we taking them? (e.g., Solutions Alliance, Oxford HIP, World Humanitarian Summit, etc.)
Facilitator: Dr. Alexander Betts, Director, Refugee Studies Centre, Oxford

Dr. Betts opened the wrap-up session noting that 2015-16 is a landmark year for the international community in terms of considering the humanitarian and development architecture for the next decade. Between the World Humanitarian Summit, the Sustainable Development Goals process, the third International Conference on Financing for Development taking place in Addis Ababa in July this year, and the possible establishment of the Humanitarian Development Action Group in New York as well as the ongoing work of the Solutions Alliance, there is a lot of momentum for making architectural changes to the humanitarian and development systems. There is also a new window of opportunity presented by the now general recognition that, as Mr. Aleinikoff formulated, displaced people tend to stay displaced and that camps are not an ideal long-term response.

Dr. Betts asked: what would we as participants of this "Cambridge Convening" want the roadmap to look like? What are our aims; what are our metrics? How will we know what success/failure looks like? There seems to be consensus that top-level aims are addressing existing protracted situations and preventing new ones from developing. What commitments can each of us make toward this process? Highlights of the comments/commitments that emerged are as follows:

- It is important to bring these ideas down to the implementation level, including through existing national Solutions Alliance groups (i.e. those for Somalia and Zambia) and the creation of new national groups. The work of the global Solutions Alliance is important, but the formation of new, effective national and regional groups will be the main driver of progress. The fact that affected countries are engaged in this effort is especially encouraging and vital. Clear targets should be set for these

national and regional groups, with effective links between their work and that of the global Alliance.

- Better use could be made of the experience of host governments with more inclusive policies to conduct peer-to-peer diplomacy with less inclusive governments. Since they share similar concerns, this might prove more effective than efforts by the international community. Similarly, peer networks could be established among affected communities, not just federal governments, to share local approaches to inclusion.

- A few protracted refugee situations should be identified for focus in the coming years, with multi-year, multi-partner planning and good baseline and quantitative data.

- In focusing on refugees and their host communities, we should not lose sight of returnees and IDPs and their host communities.

- Changing government policies involves shifting the mind-set from short to long-term and moving towards more comprehensive policies.

- Venture philanthropy has a role to play in encouraging their grantees to proactively include displaced populations in their theories of change and development programming.

- It was suggested that goals be set around engaging new development actors, such as 3-4 new actors engaged each year, incorporating displaced populations into their programs.

- In addition to tapping into the development community, exciting innovations are happening in the humanitarian sector that can inform development and provide evidence around effective solutions. For instance, there is good data that providing cash assistance is more effective than food aid, and that intervening early in a crisis saves the international community billions in the long run.

- Building on the last session, *Show of Force* is interested in developing a media coalition to highlight the work of partners with a globally facing campaign to speak not only to developed nations but also to developing, affected nations and communities.

- IRC requests critical feedback on their soon-to-be-released policy paper on "floor targets" around health, education, gender, etc., with the premise that SDGs should be for all people everywhere.

- Regarding terminology, it was suggested that the language of "durable solutions" sounds very top-down and perhaps alienating to development actors, whereas "self-reliance" and "inclusion" might better resonate. Similarly, it was suggested that "care and maintenance" should be eliminated, both as a practice and from our vocabulary.

- Participants expressed interest in continuing the dialogue that was started at this convening, and also in linking with existing dialogues, such as the International Conference on Financing for Development, the World Humanitarian Summit, the Humanitarian Development Action Group (once it is launched), and of course, the Solutions Alliance.

Dr. Betts concluded the session by requesting that there be a chair's summary of proceedings from this convening and a set of observations that could feed into the processes mentioned above, among others.

Item 10: Closing Remarks
Sasha Chanoff (RefugePoint), Melanie Khanna (UNHCR)

Melanie Khanna led off the closing remarks, stating that this convening had generated solid momentum towards more concrete and measurable goals and new partnerships. There is a sense that we are on the brink of a paradigm shift (or slide) away from long-term camp-based care towards allowing refugees to lead more normal lives. There is general recognition now that the traditional humanitarian model is set up for delivery of goods and services, not empowerment. As mentioned, during 2015-2016 there are a number of processes looking at the fitness of the UN system to handle today's challenges. There is an appetite for new perspectives and many opportunities for our recommendations to inform those processes.

Ms. Khanna highlighted that the humanitarian system is both broke (i.e., bankrupt) and arguably broken in some respects (not delivering solutions to the extent desired). The gap between needs – as they have been traditionally defined – and resources is growing wider. We need to define needs differently and engage partners from the beginning. She commented that the exercise from the prior day on future thinking showed us that desired world. Now what is needed is to continue fleshing out the concepts, language and goals to get there. Ms. Khanna emphasized that thinking and practice are changing meaningfully. She concluded that 50 million people cannot be left on ice as far as development is concerned. That is a shared problem. She encouraged the proceedings report to include elements that can find their way into other processes.

Sasha Chanoff once again thanked the co-sponsors of the event – Ms. Barrie Landry, UNHCR and the Harvard Kennedy School's Center for Public Leadership – thanked all the speakers and participants, and the staff of the Harvard Faculty Club venue. He indicated that RefugePoint would compile a summary of the workshop and consolidate some observations that might help inform the other processes referenced and any future action plan that might be developed in those processes. He then adjourned the workshop.

Entities Represented at the Workshop

60 participants representing 36 separate entities attended the workshop. The entities represented included:

Government Agencies
Denmark: DANIDA - Ministry of Foreign Affairs
Japan: Japan International Cooperation Agency
Netherlands: Permanent Mission of the Kingdom of the Netherlands to the UN
U.K.: Mission to the UN, New York - DfiD
U.S.: Department of State, Bureau of Population, Refugees, and Migration

Intergovernmental Agencies
United Nations High Commissioner for Refugees (UNHCR)
United Nations Children's Fund (UNICEF)
United Nations Development Program (UNDP)
World Bank

Nongovernmental Organizations
Anudip Foundation
Asylum Access
Blue Rose Compass
The Fund for Peace
International Rescue Committee
Kiva.org
Mercy Corps
One Acre Fund
One Hen
RefugePoint
Talent Beyond Boundaries
The UN Foundation
Women's Refugee Commission

Academic & Research Institutions
Harvard Kennedy School of Government
New York University
University of Oxford
Tufts University
The Urban Institute
University of the Witwatersrand

Foundations & Philanthropists
Dietel Partners, LLC
Draper Richards Kaplan Foundation
Private Philanthropists (Anonymous)

Other Entities
FSG
iMerit Technology Services
Linklaters LLP
Show of Force
The Solutions Alliance

Acknowledgements

- We identify, invest in, and support the rising generations' brightest stars through robust fellowships and cutting-edge leadership development programs.

- We extend the frontiers of knowledge through research and scholarship on leadership, public service, and decision-making.

- We convene the world's preeminent scholars and advocates for public service across fields and disciplines for game-changing engagement with students and faculty.

At the cornerstone of every leader's development is the ability to understand personal strengths and weaknesses, to reflect on past challenges, and to understand more broadly the impact of behavior and decision-making. Our programming combines the tools of strategic and financial policy analysis—academic coursework of the first order—with self-understanding and communication tools that equip our students to handle the complexities of modern leadership.

Gleitsman Program for Leadership in Social Change

CPL launched the Gleitsman Program in Leadership for Social Change (GPLSC) in 2007 with a $20 million endowed gift from the estate of Alan L. Gleitsman. It was Mr. Gleitsman's hope that if the world knew of the accomplishments of social activists, others would be inspired by their stories and would fight to correct some of the other problems facing the world, thereby improving the quality of life for all of us.

The gift, CPL's first substantial endowment, has begun to fund the GPLSC's three principal components:

- The Gleitsman Leadership Fellows Program to provide significant financial support and a robust cocurricular experience to promising students interested in social change

- A set of programmatic initiatives, including visiting practitioners and curriculum development, to better prepare students as leaders for social change, whether through activism, social enterprise, or other strategies for change; and

- The Gleitsman Citizen Activist and International Activist Awards, each of which carries a $125,000 cash prize and enables students and the greater Harvard community to learn from the presence of a great change agent when she or he visits campus.

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New Partners, New Measures

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