CAMEROON MULTI-YEAR MULTI-PARTNER PROTECTION AND SOLUTIONS STRATEGY
2018-2020

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I. SITUATIONAL ANALYSIS
Cameroon has a long history of providing a safe haven to hundreds of thousands of refugees over many decades. As of 31 December 2017, Cameroon hosts 341,857 refugees, including Nigerians in the Far North, Central Africans in the Eastern border regions, as well as refugees of different nationalities in urban centres. In addition, there are approximately 242,000 internally displaced persons (IDPs) in the Far North region, 64,000 IDP returnees as well as an estimated 255,000 persons at risk of statelessness. This Multi-Year, Multi-Partner Protection and Solutions Strategy (hereafter “this strategy”) seeks to provide an overall vision to ensure that persons of concern to UNHCR in Cameroon have full access to protection according to international instruments and national law, that refugee hosting areas are adequately supported, and that sustainable solutions reducing dependency on humanitarian assistance and promoting self-reliance are found for all those who cannot access classical “durable solutions” in the near future, while the full range of the latter is pursued for the greatest number of persons by 2020. To this end, the strategy will seek to leverage new partnerships and strengthen collaboration with the government.

The Far North region currently hosts 85,140 Nigerian refugees, fleeing the Boko Haram conflict in neighbouring North-Eastern Nigeria, of which over 60,000 live in Minawao camp and the remainder in host villages in surrounding border areas. The spill-over of the conflict into Cameroon since 2014, including frequent suicide attacks and raids on roads and villages, has also caused the displacement of 241,987 Cameroonian IDPs, now living mostly among host communities, with around 23 per cent who settled in spontaneous IDP sites and of which, according to the IDP profiling, 67 per cent are children. In addition, 63,692 IDP returnees have been profiled according to the October 2017 displacement tracking matrix (DTM, #11) carried out by the International Organization for Migration (IOM). The on-going conflict and volatile security situation in border areas across the Far North region have had profound humanitarian consequences and created a difficult protection environment for all persons of concern in the area – in particular for Nigerian refugees for whom asylum space has been limited, as well as women and girls, who have frequently been used as suicide-bombers by Boko Haram, as civilians are targeted by a high level of violence including repeated and on-going suicide attacks and incursions by militants. The spreading of mistrust caused by the indiscriminate use of staggering violence against the civilian population and in particular the use of women and children in such deadly roles undermines social cohesion and will pose a challenge in the recovery process. Population movements remain dynamic, with continuing internal displacement and return, new arrivals of Nigerian refugees, as well as spontaneous return movements of refugees towards Nigeria.

In addition, 231,159 Central African refugees live in the East, North and Adamaoua regions, with around 30% in 7 organised refugee sites and 70% in over 300 host villages. Despite some initial improvements in the security situation in certain areas of CAR in 2016, a return to a more volatile situation during 2017 has continued to create inflows of new asylum-seekers to Cameroon, whilst effectively limiting the potential for large-scale returns, creating an increasingly protracted refugee situation that requires innovative approaches to improve protection, reduce aid dependency and achieve solutions.

A total 23,838 refugees and asylum-seekers also live in the urban centres Douala and Yaoundé, many of whom have been in Cameroon for a number of years and yet continue to face significant protection and socio-economic vulnerabilities that will need to be addressed through enhanced livelihoods opportunities and increased access to government-run services. It should be noted that over 80 per cent of urban refugees are Central Africans and as such, the near absence of durable solution prospects in the traditional sense for CAR refugees also applies to them. Another group requiring mention amongst urban refugees is the Rwandan caseload, numbering about 800 persons, the majority of has effectively lost their refugee status on 31 December 2017, when the cessation clause took effect. Small residual groups of 1,881 Nigerian refugees (unrelated to the current Boko Haram crisis) are also present in the North-West and Adamaoua regions. Overall, 53% of the total refugee population in Cameroon are female and 58% are children.
A new and evolving situation in the Anglophone regions of Cameroon will also require attention. Beginning in October 2016 with a strike by lawyers and teachers, the Anglophone regions of the South-West and North-West Cameroon have been the theatre of social unrest, with protests against perceived marginalisation of the Anglophone minority. In the latter half of 2017, increased violence and tensions in the regions have resulted in outflows of Cameroonian asylum-seekers to Nigeria, requiring strong analysis and cross-border information sharing with UNHCR Nigeria. Moreover, at the time of writing, UNHCR and other humanitarian actors have only had limited access to affected areas within Cameroon; however, subject to authorization, missions to the regions are planned to determine the scope of humanitarian needs and potential internal displacement.

Cameroon also faces potential issues relating to statelessness. The main at-risk populations live in the Bakassi Peninsula in the South-West region which was ceded back by Nigeria in 2002. Also concerned are populations living in border areas between Cameroon and CAR, and between Cameroon and Nigeria who do not possess identity documents or birth certificates, particularly nomadic and pastoralist populations in constant movement. Current UNHCR estimates of persons at risk of statelessness stand at 255,000, however further identification and analysis is underway to develop a more detailed profile of this population.

Multiple issues must be addressed to improve the protection of persons of concern in Cameroon. Maintaining asylum space and respect for the principle of non-refoulement have been of particular concern in the volatile security environment in the Far North region. Monitoring indicated repeated efforts between 2015 and 2017 to forcibly return new arrivals in border areas, to which humanitarian actors, in particular UN agencies, often have had little access. Restricted asylum space for Nigerian refugees in the Far North has thus been one of the major on-going challenges for refugee protection for several years and as such will be a central focus of UNHCR’s protection and solutions strategy over the 2018-20 period. Moreover, the highly militarised and insecure context and state of emergency have led the government to effectively institute an encampment policy for Nigerian refugees, with restrictions on freedom of movement, coupled with the requirement that Nigerian refugees in the Far North be registered exclusively at Gourounugu registration centre close to Minawao refugee camp. UNHCR has thus had little effective access to fully register and document refugees living outside the camp until very recently. Despite sustained advocacy efforts at various levels, it was only in June 2017 that the Government authorized UNHCR to start registering Nigerian refugees who have settled across the Far North region outside the camp; however, so far Nigerian refugees registered outside Minawao camp have not yet received adequate
In the Eastern regions, whilst access to asylum is generally guaranteed, incidents of border closures have also been noted, temporarily limiting access to territory of newly arriving asylum-seekers fleeing outbreaks of violence in the Central African Republic.

Protection space has continued to shrink, especially in the Far North, due to high levels of violence with incidents being recorded by protection monitors ranging from killing, kidnapping and armed incursions by Boko Haram to physical violence, extortion, arbitrary arrest, rape and threats against people and property by a range of alleged perpetrators. Women and girls, often indoctrinated and used by Boko Haram as suicide-bombers, face heightened risks, as they are perceived with extra suspicion by authorities and local populations. The situation in the Far North has also had repercussions in the Eastern regions, with authorities increasingly portraying refugees in a negative light, for example as a socio-economic burden for the State and host communities or even as vectors of criminality and potential insecurity. Refugees in the East are also subject to restrictions on their freedom of movement, with limitations in place that effectively impede travel outside designated places of residence. The issue of freedom of movement is compounded for all refugees by the fact that the Cameroonian government does not currently issue identity documents to refugees, resulting in inadequate awareness and recognition by authorities and law enforcement officials of refugee identity documents that are issued by UNHCR. Refugees have thus been deprived of the opportunity to legally take up meaningful economic or commercial activities and have been subject to an increased risk of arbitrary detention, as well as extortion at the hands of security forces. Both refugees and IDPs in the Far North who have lost, or who never had identity documents, are at heightened risk of arrest and refoulement, being unable to prove their identity.

Whilst state structures issue civil status documentation, refugees as well as IDPs suffer from inadequate access to such documents, particularly birth certificates, due to weak state capacity in hosting areas, lack of awareness and costly court procedures to issue certificates for those whose birth is not declared within legal timeframes. This situation increases risks of statelessness and limits access to some services.

According to different assessments, Sexual and Gender-Based Violence (SGBV) remains one of the most serious threats to the safety and security of refugee and IDP women and children. Acts of rape, sexual assaults, domestic violence, child marriage, and psychological violence, among others, continue to inflict severe pain and suffering – both mental and physical. Due to their high vulnerability, lack of economic empowerment and traditional patriarchal beliefs, women and girls are first victims to suffer these violations. The unstable protection situation also impacts on children who are exposed to risks including family separation, exploitation and abuse and child labour.

Finally, protection must also be viewed through regional and international lenses, specifically in relation to mixed migration and anti-trafficking efforts. Cameroon remains one of the main source countries for the Central Mediterranean migration route and, despite making significant efforts in combating human trafficking, requires support and engagement in national strategies on this issue to further strengthen efforts.
1.1 Protection and solutions challenges

With these specific risks in mind, UNHCR Cameroon anticipates that several cross-cutting factors having a potential negative impact on protection space will require particular focus during the three years of the present strategy:

1. The refugee and displacement crisis affects remote and poor border regions (East, Adamaoua, North and the Far North), which have faced considerable structural obstacles to development, even prior to the current crises, as well as the lowest socio-economic and human development indicators in the country. Altogether these regions account for 66 percent of the poor households nationally, whilst being home to only 38 percent of the total population. Access to basic services is limited, rates of documentation are lower than national averages and these regions are largely isolated from the rest of the country in terms of their economic integration. The presence of large numbers of refugees is exacerbating such pre-existing structural challenges, resulting in increased fragility and potential risk to social cohesion in the affected areas, a risk amplified by increasing pressure on the natural environment and scarce natural resources.

2. The conflicts in Nigeria and CAR have substantially increased insecurity in border areas, especially along the North-western border with Nigeria. The considerable deterioration of security has led to a generalised suspicion towards certain groups including Nigerian refugees, giving rise to a much more restrictive policy and significant challenges in maintaining asylum space for refugees in the Far North; with negative repercussions on the perception of refugees across the country. It also appears that the context in the East – a protracted situation with limited return opportunities, diminishing humanitarian assistance, potential intercommunity tension, continuing pressure on weak government services, the environment and natural resources – may also be a factor in a more restrictive attitude towards refugees in the Far North, with the central government keen to avoid a similar protracted presence of refugees from its larger and richer Nigerian neighbour. In Eastern border regions the general perception often seems to be that crime rates have risen in some areas with the arrival of CAR refugees and that there is a looming risk of radicalisation of the largely unemployed and disenfranchised refugee youth. In addition, four major elections are planned in Cameroon in 2018 - presidential, senate, parliamentary and municipal. In this political context, refugee flows and possible tensions between displaced and host communities could potentially contribute to a less welcoming and more restrictive political discourse towards refugees.

3. The prospects for return and other durable solutions are limited, in particular for CAR refugees, who make up the bulk of the refugee population. The long-term presence of CAR-refugees has further exacerbated the lack in sustainable development of the host communities in border areas which have been neglected not only by international partners but also been traditionally marginalized areas within Cameroon. There is an increased perception in some quarters of Government that Cameroon has reached its absorption capacity, due to the financial burden, the gradual withdrawal of humanitarian assistance from CAR-refugee hosting areas due to donor fatigue and the insufficient engagement of development actors in refugee-hosting areas. Furthermore, there is the fear that the drastic reduction of food rations and overall humanitarian assistance may have paved the way for some refugees to explore alternative means of survival causing further estrangement between them and the local populations.

4. Local integration of refugees remains challenging in Cameroon, due to various socio-economic, political and legal barriers. The 2005 national refugee law provides for socio-cultural rights similar to those of nationals in almost all areas, including the right to work, although effective implementation is limited due to a lack of resources and political will, inadequate recognition of refugee identity documents and discrimination against refugees in the wider community. Politically, local integration in a legal sense remains difficult for all but a few groups of mostly urban refugees and attempts to promote integration activities need to be couched in socio-economic terms with a view to reducing aid dependency in the mid-term and preparing refugees for eventual return, rather than in terms of seeking a durable solution in Cameroon. Resettlement remains a durable solution only to a very small number of refugees with specific needs.
5. Overall, the legal framework governing the situation of refugees is adequate but its implementation remains very challenging. Cameroon is party to the 1951 Convention relating to the Status of Refugees and its 1967 Protocol as well as the 1969 OAU Convention Governing the Specific Aspects of Refugee Problems in Africa. The status and treatment of refugees in Cameroon is governed by a dedicated national refugee law, however its application remains patchy, with UNHCR continuing to conduct asylum procedures. Whilst UNHCR supported the creation in 2016 of the Secrétariat technique des organes de gestion du statut de réfugié (hereinafter the ‘ST’), the working arm of the National Eligibility and Appeals commissions, it is not yet fully functional, leaving Cameroon without an effective state institution specifically in charge of refugee protection. In terms of IDP protection, Cameroon acceded to the Kampala Convention in April 2015, but it remains to domesticate the convention into national law. UNHCR is already engaging with the government to kick-start the drafting process, followed by on-going technical assistance and advocacy to develop the bill to be presented to the National Assembly. Finally, Cameroon is not a State party to the 1954 Convention relating to the Status of Stateless Persons (the 1954 Convention) or to the 1961 Convention on the Reduction of Statelessness (the 1961 Convention). The operation has already developed regular advocacy interventions at the ministerial, parliamentary and local levels, with meetings, round tables and capacity-building for key stakeholders on statelessness in 2016 and 2017, and will continue to build on this foundation over the course of the strategy.
I. SITUATIONAL ANALYSIS
1.2 Protection and solutions opportunities

Despite a challenging protection environment, UNHCR Cameroon has identified several opportunities to promote protection and comprehensive solutions for persons of concern, which will be at the core of the multi-year strategy:

**Building national capacity to leverage increasing state responsibility for refugee and IDP protection:**

- The recent setting up of the ST provides a unique opportunity to increase state responsibility for refugee protection by transferring registration and status determination to the government. Whilst currently only present in Yaoundé, UNHCR will build on the political will shown by the Government to support the latter over the multi-year period of the present strategy to make the structure fully functional in Yaoundé, Douala and with decentralised offices covering major refugee-hosting areas, such as the East, Adamaoua, North and Far North regions. Increased government responsibility for refugee protection will provide considerable leverage to advocate with authorities on issues of asylum space.

- The August 2016 presidential decree outlining modalities for issuing biometric identity cards to refugees by the government is a key entry point to support the authorities with capacity-building and technical assistance to ensure full implementation of the law, which would have a lasting positive impact for refugees, considering the wide-ranging effects that the current situation has on their protection. Improved access to recognised and accepted government-issued documentation will likely contribute to greater government ownership of refugee protection and enhanced asylum space. In the Letter of Development Policy (LDP) accompanying the Government’s official request to access funds from the World Bank’s IDA18 sub-window for refugees and host communities (hereafter: IDA18), the Government reiterated its commitment to the “Issuance and recognition of biometric identity documents for refugees.”
The UNHCR is also developing agreements with line Ministries on providing assistance to refugees. The convention signed between the Ministry for Economy, Planning and Regional Development (MINEPAT) and UNHCR in October 2016 aims at fully integrating refugee needs in communal development planning processes and prioritizing refugee hosting communities for support. MINEPAT and UNHCR are currently developing an Integrated Support Plan to boost development in CAR-refugee hosting areas. This plan will also serve as an important reference for the allocation of the World Bank’s supplementary IDA18 funding, which will be made available through the sub-window for refugees and refugee host communities between 2018 and 2020. The institutional set-up with a Comité de Pilotage which unites all key stakeholders and a lean joint Technical Secretariat provides an important governance framework to guide joint planning and monitoring of an integrated development approach to the situation of long-term refugees and their host communities. The Convention signed between the UNHCR and the Ministry of Public Health in August 2016, whereby the Government committed to covering 30 per cent of the cost of health services for refugees living in the Far North, Eastern Adamaoua and Northern regions, provides future impetus to increasing government responsibility for a wider range of sectoral assistance. Discussions between the same Ministry and UNHCR on a joint five-year strategy on the integration of refugees into the national health system are well advanced.

The current process of reform of the Civil Status documentation system, piloted by the Ministry of Territorial Administration and Decentralization (MINATD) and the National Office for Civil Registration (BUNEC) provides an opportunity for UNHCR and its partners to advocate for improved coverage of refugee and IDP-hosting areas and to lobby for expedited procedures for birth registration for those whose birth was not declared within legal timeframes. In the Letter of Development Policy (LDP) accompanying the Government’s official request to access funds from the World Bank’s IDA18 sub-window for refugees and host communities, the Government committed to the “Systematic issuance of birth certificates for refugee children born in Cameroon with new registry offices (or reinforcement of existing registry offices) in areas with large populations of refugees and displaced persons.”

The accession by Cameroon to the Kampala Convention in 2015 provides a window of opportunity for a structured advocacy and technical support strategy to accompany the development of a national law domesticating the Convention, thus improving the national protection framework for IDPs.

Developing partnerships to improve living conditions, foster self-reliance and promote peaceful coexistence:

Improving refugees’ self-reliance and ensuring they are active actors in local economies are key planks of improving asylum space in so far as restrictions placed on refugees stem not only from perceptions related to security, but also due to the fact that they are sometimes perceived as burdens on local communities. Effectively addressing these perceptions will have a positive impact on asylum space in Cameroon as a whole.

In order to foster self-reliance and to promote peaceful coexistence whilst awaiting durable solution opportunities, an overall strategy is being developed to support livelihoods and develop the capacity of government services that target refugees and host communities in refugee-hosting areas. As noted, whilst local integration in a legal sense is not a realistic option for most refugees in the current political environment, there is scope to pursue socio-economic empowerment and inclusion as a way to reduce the dependency of persons of concern on humanitarian aid and allow refugees to actively contribute to the socio-economic development of their host areas instead of idly waiting in limbo. humanitarian partners, including UNHCR, are also increasing the use of cash-based interventions, where feasible and appropriate, as a modality to meet refugees’ basic needs and contribute to their longer-term livelihoods and social protection. The flexible nature of cash transfers can enable greater
self-reliance and dignity for refugees, as well as having a positive impact on local markets, thereby increasing socio-economic integration.

- UNHCR is supporting the government to integrate the needs of refugees into national development plans, notably in collaboration with the Ministry of Economy, Planning and Regional Development (MINEPAT) through the Plan de Soutien aux communes abritant les réfugiés centrafricains, with an aim to support the inclusion of refugees in national basic service provision and to strengthen their livelihood opportunities, whilst supporting host communities and reducing potential for conflict in already structurally poor regions. An integrated area-based approach, targeting not only refugees with humanitarian assistance but supporting host communities as a whole while enabling refugees to engage in income generating activities alongside their hosts is key in ensuring longer-term acceptance, social cohesion, and most importantly providing an opportunity to promote development in refugee-hosting areas.

- The World Bank’s new IDA 18 sub-window to support refugees and refugee-hosting areas, for which Cameroon has qualified as a pilot country, will provide additional leverage to move forward with some of the above mentioned opportunities to improve the protection environment for refugees in Cameroon and to provide targeted support to the development of refugee hosting areas. UNHCR is fully committed to embracing new instruments such as IDA18, which will provide urgently needed additional resources to complement traditional humanitarian aid, and to strengthen and diversify partnerships with the bank and other traditional and non-traditional development actors, including stakeholders in the public and the private sector. UNHCR will continue to work closely with the World Bank and other development actors throughout the coming years with an aim to harness the comparative advantage of different partners to effectively and strategically support the Government in building an integrated and sustainable response to the various needs of the all populations living in refugee hosting areas, including in terms of...
access to services, livelihoods and economic empowerment in the Eastern regions and the Far North. To this end, UNHCR has also actively contributed to the forced displacement and protection component of the Government-driven Recovery and Peace-Building Process (RPBA), which is a joint initiative by the European Union, the United Nations and the World Bank aimed at preventing a destabilisation of border areas to neighbouring conflict-areas in North-Eastern Nigeria and the Central African Republic by addressing key drivers of fragility, including the impact of the presence of forcibly displaced populations in the affected areas.

Prioritising voluntary repatriation and using resettlement as a protection tool for refugees and developing durable solutions strategies for IDPs:

- Although dependent on evolving security and return conditions, in North-Eastern Nigeria, it is expected that there will be some scope for pursuing voluntary repatriation for Nigerian refugees. In March 2017, a tripartite agreement was signed between UNHCR, Nigeria and Cameroon. The latest return intention survey conducted among refugees in Minawao camp in late 2017 indicated that around 40% of refugees are ready to return as soon as possible, while the majority would like to continue observing the evolution of the security situation before taking a decision on their return. Moreover, a movement of around 13,000 spontaneous returns of refugees to Nigeria was recorded in April and May 2017, some of whom have, however, since returned to Cameroon, as the living and security conditions in their areas of origin were not yet met. Given the volatile situation in most return areas, with continued Boko-Haram activity and high levels of food insecurity; further assessments of return conditions in Nigeria are required so as to ensure that return only happens voluntarily and once all conditions are met to allow for repatriation in dignity and safety. However, an increasing focus on durable solutions for Nigerian refugees will be an operational priority throughout the period 2018-2020, with a preliminary planning figure for 20,000 returns in 2018, 25,000 in 2019 and a further 30,000 in 2020.

- For CAR refugees, repatriation will continue to face significant obstacles, as there are still large areas of the country outside the direct control of the State, including many western areas where a considerable number of CAR refugees in Cameroon originate from. Return intention surveys conducted in 2016 show that only around 30% of refugees in the East envisage voluntary repatriation as a solution. In light of the deterioration of the situation in CAR, UNHCR is for now no longer promoting or encouraging the signing of a tripartite agreement for the voluntary return of CAR refugees. A return planning figure of 15,000 CAR refugees has been agreed for 2018, with a further 15,000 in 2019 and 20,000 in 2020. Despite reduced resettlement quotas from the United States of America, which has been the main resettlement country for refugees in Cameroon, the operation will continue using resettlement as a targeted protection tool for refugees across the operation. UNHCR Cameroon will continue to lobby to ensure increased quotas (500 individuals in 2018) and adequate staffing to identify and process refugees for resettlement.xviii

- Despite on-going internal displacement in the Far-North, IDP returns are also continuing, in parallel, with 63,692 IDP returnees profiled as of October 2017 according to IOM’s DTM figures. In the second half of 2017, humanitarian actors have started engaging in initial discussions on support to returning IDPs, which will provide a spring-board for engaging with authorities at the national and regional levels in order to develop a contextualised durable solutions strategy for IDPs in the Far North.
For Nigerian refugees in the Far North, it is expected that the current levels of insecurity in Northern Nigeria will likely persist into 2018, as military pressure continues to be exerted on Boko Haram, with however a gradual trend towards stabilisation beginning in 2018 and strengthening into 2019 and 2020. This situation will continue to produce new arrivals estimated at around 7,500 in 2018 and 2,000 in 2019 and 1,000 in 2020. Moreover, the intention amongst some Nigerian refugees to return – evidenced by surveys conducted in 2016 and 2017, as well as by significant spontaneous returns – indicate that any durable improvements will likely be followed by significant return movements, with planning figures estimated at 20,000 in 2018, 25,000 in 2019 and a further 30,000 in 2020. Based on the assumption of a general tendency towards improvement in the Far North over the next three years, it would also be expected that numbers of IDPs will gradually decrease, particularly from 2019 onwards.

After biometric verification in 2017, the population of CAR refugees in the East, Adamaoua and North regions stands at 231,000 as of the end of 2017. The continuing instability in many parts of CAR combined with the low level of will expressed for return in surveys of CAR refugees tends to support a conservative return planning figure of around 15,000 in 2018, 2019 and 2020 respectively. At the same time, there will continue to be new arrivals of approximately 5,000 in 2018 and 2019 respectively due to localised conflicts in refugee-producing areas, with no new arrivals projected in 2020.

As for refugees and asylum-seekers living in urban areas and other parts of Cameroon, it is expected that the population will remain reasonably stable, with an overall downwards trend towards 2020. New arrivals are estimated at around 1,000 per year in 2018 and 2019 and 500 in 2020, and departures (resettlement and repatriation and spontaneous departures) estimated at 1,000 in 2018, 3,000 in 2019 and 4,000 in 2020.

Populations at risk of statelessness will likely remain relatively stable - with a slight downward trend as statelessness activities scale up - however this population requires further identification and analysis in the first year of the strategy to provide a stronger evidentiary basis for projections.

Under this strategy populations that are directly affected by the presence of refugees are considered as persons of concern. It promotes an approach that addresses the needs of populations in refugee hosting areas in an equitable manner. In many instances this would be achieved through a community-based approach which considers both refugees and hosts as part of one and the same community. It should be noted that some of the needs of refugees are different due to their status and that addressing these needs will require targeted interventions complementing a community-based approach. This approach also seeks to break the cycle of dependency on humanitarian aid. This dependency has come about as a result of multiple repetitions of annual care and maintenance interventions, which are conceived of and delivered from within parallel structures to existing basic services provided by the state and do not, in most cases, directly benefit the development of the hosting areas, which often carry the brunt of the burden.

<table>
<thead>
<tr>
<th>Population group</th>
<th>End 2017</th>
<th>End 2018</th>
<th>End 2019</th>
<th>End 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAR refugees in East, Adamaoua and North</td>
<td>231,159</td>
<td>220,000</td>
<td>210,000</td>
<td>195,000</td>
</tr>
<tr>
<td>Nigerian refugees in Far North</td>
<td>85,140</td>
<td>72,500</td>
<td>50,000</td>
<td>25,000</td>
</tr>
<tr>
<td>Other refugees and asylum-seekers (urban, Akwaya, Banyo)</td>
<td>25,558</td>
<td>26,500</td>
<td>25,500</td>
<td>22,500</td>
</tr>
<tr>
<td>Populations at risk of statelessness</td>
<td>255,000</td>
<td>250,000</td>
<td>240,000</td>
<td>230,000</td>
</tr>
<tr>
<td>Internally Displaced Persons</td>
<td>241,987</td>
<td>175,000</td>
<td>100,000</td>
<td>25,000</td>
</tr>
<tr>
<td>Host populations</td>
<td>228,000</td>
<td>223,000</td>
<td>200,000</td>
<td>175,000</td>
</tr>
</tbody>
</table>
The MYMP strategy (hereafter “this strategy”) emphasises the need for more sustainable approaches which favour the self-reliance of refugees and community-based development of refugee-hosting areas, in order to break the cycle of dependency on humanitarian aid. This dependency has come about as a result of multiple repetitions of annual care and maintenance interventions, which are conceived of and delivered from within parallel structures to existing basic services provided by the state and do not, in most cases, directly benefit the development of the hosting areas, which often carry the brunt of the burden.
II. VISION

The vision of this strategy is to ensure, under the responsibility of the government and in collaboration with humanitarian and development partners and civil society, that refugees, the internally displaced and persons at risk of statelessness have improved access to and enjoyment of fundamental rights so that they may live in safety and dignity, under conditions of increasing self-reliance, as well as to prepare refugees for a productive economic life upon return to their countries of origin, and progressively attain lasting solutions.
III. STRATEGIC OBJECTIVES

Strategic objective 1: Protection delivered in line with international standards

Key programme areas:

i) Maintain asylum space, access to territory and fair asylum procedures by conducting border monitoring, targeted advocacy on issues of access to asylum at the ministerial, regional and local levels and training of authorities on international protection principles

ii) Provide continued expertise to the Government of Cameroon (GoC) on status determination procedures by extending the handover period to 2020, to enable the technical secretariat and the Organes de gestion du statut de réfugié to enhance its technical capacity and expand its geographic coverage, with decentralised offices in refugee-hosting areas

iii) Issuance of identity documentation by the GoC to refugees and asylum-seekers by providing technical assistance and advice to government services to implement Décret 2016/373 du 4 Août 2016 and conducting mass-information campaigns to improve recognition of current documents

iv) Accompaniment of the GoC for full implementation of the 2005 Law on Refugees through training, awareness-raising and information campaigns

v) Capacity building of national and local authorities, civil society, NGOs on international refugee/IDP and human rights instruments through round-tables and workshops with key stakeholders, targeted protection training and focusing on mainstreaming protection across all sectors

vi) Capacity building of state child protection
services on prevention and response and access for refugees to such services through advocacy for access, material and technical support of existing services, improved coordination and training on child protection principles and age- and gender-sensitive approaches

vii) Strengthening of SGBV prevention and response through gender and protection mainstreaming, data collection and analysis, material and technical support of existing services, capacity-building, awareness and ensuring a holistic response together with government (MINAS/MINPROFF/MINSANTE) and humanitarian and development partners

viii) Community mobilisation, participation and accountability mechanisms with a particular focus on the empowerment of women and other potentially marginalized groups, through protection training and the development of community management structures as well as ensuring appropriate feedback and response systems are in place

ix) Dynamic analysis of the protection situation for IDPs through a robust protection monitoring network in the Far North, regular analysis and information sharing to inform humanitarian response and prepare durable return to areas of origin once conditions for voluntary return in safety and dignity are met

x) Domestication and implementation of the Kampala Convention by the GoC by conducting advocacy with line ministries and parliamentarians and providing advice in drafting a national law by 2019 and by advising on provisions to be taken to ensure its application in the areas hosting IDPs

xi) Assist in the development and implementation of mixed migration and anti-trafficking strategies by providing analysis and active engagement in the strategic process, alongside national authorities, IOM and other relevant actors.

Strategic objective 2: Basic service delivery capacity progressively built in collaboration with government and other stakeholders in refugee-hosting areas, to ensure that refugees and the host population have equal access to public services and infrastructure

Key programme areas:

i) Optimize access to education and vocational training for refugees and host populations by working with the GoC to build the capacity of the system in terms of infrastructure, equipment, human resources and quality of education and training delivered

ii) Enhance access for refugees and host populations to primary and reproductive health, nutrition and HIV/AIDS services by progressively implementing and expanding the Joint Framework Convention on access of refugees to health services, signed by the Ministry for Public Health and UNHCR in August 2016, including the accompanying multi-year strategy on the integration of refugees into the national health system, and supporting service provision by government structures at all levels

iii) Improve access for refugees and host communities to clean water, hygiene and sanitation services through the development of infrastructure in collaboration with relevant government ministries and strengthening community infrastructure management

iv) Improve access for refugees and host communities to electricity and alternative energy sources

v) Progressive access for refugees to national social protection programmes on an equal footing with nationals through to structured advocacy and collaboration with government and development partners

vi) Support to refugees and host population with specific needs through advocacy for inclusion in national programmes and direct provision of service where appropriate
vii) Development and implementation of a joint action plan to support refugee-hosting areas, ensuring that the needs of refugees are consistently taken into account in Communal Development Plans (PCD).

Strategic objective 3: Self-reliance and social cohesion improved in refugee-hosting areas through a community-based approach to sustainable livelihoods, enhanced environmental protection and conflict management

Key programme areas:

i) Promotion of self-reliance, i.e. the social and economic ability of refugees and refugees hosting communities to meet essential needs in a sustainable manner, reducing their vulnerability and long-term reliance on humanitarian/external assistance by advocating for livelihood opportunities, local mechanisms to manage access of refugees and IDPs to fertile land, their integration in value chains and their access to markets, to credit other business opportunities

ii) Development of sustainable means of livelihood through implementation of an integrated strategy targeting refugee and host communities, bringing together government and development partners, to support vocational training, income-generating activities and key livelihood opportunities (agriculture, herding, small business, trade etc.)

iii) Promotion of environmental protection in refugee hosting areas through joint environment management committees and interventions including awareness raising and capacity-building of local stakeholders, reforestation and fuel-saving initiatives, and alert systems

iv) Improvement of social cohesion and peaceful coexistence by building the capacity of local conflict prevention and management mechanisms, in refugee and IDP-hosting areas and by systematically involving IDPs, refugees and hosting communities in decision-making, planning and monitoring of programmes.

Strategic objective 4: Implementing comprehensive durable solutions for the greatest numbers of refugees and IDPs

Key programme areas:

i) Facilitation or promotion of voluntary repatriation for refugees from Nigeria, CAR and other countries of origin once conditions are conducive by putting in place cross-border coordination and information sharing mechanisms, defining return modalities and conducting organised repatriation operations as conditions permit

ii) Facilitation of local integration of refugees with a particular focus on Rwandan refugees and Nigerian refugees in Akwaya and Banyo, through the development and implementation of a structured advocacy strategy and targeting key populations for local integration

iii) Ensure resettlement as a protection and durable solutions tool for the most vulnerable refugees by maintaining resettlement capacity and prioritising refugees with the most acute protection needs

iv) Development and implementation of a durable solutions strategy for IDPs under the coordination of authorities and with partners by engaging the full range of stakeholders in a strategic process.
III. STRATEGIC OBJECTIVES

Strategic objective 5: Prevention and reduction of risks of statelessness

Key programme areas:

i) Identification, documentation, and registration of populations at risk of statelessness through training on stateless issues for all concerned authorities, a detailed survey in key regions of Cameroon and registration of populations at risk of statelessness

ii) Information campaigns and awareness raising of populations, capacity building of government civil status documentation services and outreach ("audiences foraines"/mobile courts) in terms of material support, human resources and training for civil registries and the Bureau National de l’État Civil (BUNEC), as well as support for audiences foraines to deliver civil status documentation for refugees, IDPs and other populations at risk of statelessness

iii) Capacity building of government services on issuance of national identity cards for IDPs and others at risk of statelessness through advocacy for reduced or no fees as well as material support and training to government services

iv) Structured advocacy for accession to the Statelessness Conventions and their internalisation by 2020

v) Advocacy for the revision of the Cameroon nationality code to reduce risks of statelessness by 2020.
IV. KEY STAKEHOLDERS

4.1 Recent international commitments and their application in Cameroon

One of the key conclusions of evaluations of progress made against Millennium Development Goals was that the most marginalized and vulnerable populations in areas affected by fragility, insecurity and violence have in fact benefited the least from any progress made. These populations, which more often than not include refugees, internally displaced people and their hosts, have been “left behind” in terms of development, benefitting at best from humanitarian assistance but rarely being considered a priority in the wider development agenda. This conclusion also applies to Cameroon where the four regions most affected by the impact of crises in neighbouring Nigeria and CAR, are the least developed regions of the country, with all socio-economic indicators well below national average. It is based on this conclusion that the centrepiece of the Agenda 2030 underpinning the new set of Sustainable Development Goals (SDGs), is to “leave no one behind”, i.e. to ensure that the specific needs of marginalized and vulnerable populations, including refugees, IDPs and their hosts, are addressed as a matter of priority by all stakeholders. To this end, it is also recognised that the engagement between humanitarian and development actors must be enhanced and new strategic partnerships fostered, taking into account the comparative advantage of non-humanitarian actors.

At the World Humanitarian Summit (WHS) in 2016 a package of reforms to humanitarian funding, coined as the “Grand Bargain” was adopted with the aim of adapting humanitarian funding mechanisms to such new partnerships as well as developing multi-year planning to facilitate more effective collaboration with non-humanitarian actors, so as to allow for more strategic and long-term planning and active engagement with development actors from the onset of a crisis.

Complementing the “Grand Bargain”, key UN entities and the World Bank agreed on the “New Way of Working” with the aim to align and harmonize the various planning and programming approaches for people affected by crisis in support of achieving collective and measurable outcomes with regard to the SDGs for people in situations of risk, vulnerability and crisis, to reduce their long-term dependency of humanitarian assistance and to strengthen their resilience.

Building on these initiatives, the New York Declaration for Refugees and Migrants, adopted by all 193 Member
States of the United Nations in September 2016, engages Member States to work towards a more predictable and comprehensive refugee response and ensuring greater support to refugees and to the countries that host them in large numbers. The key principles of the Comprehensive Refugee Response Framework (CRRF) emphasize the need to include refugees in the socio-economic fabric of their host communities from the very beginning of a crisis and that the setting up of camps “should be the exception.” Taking into account that most of today’s refugee crises, including the CAR-refugee crisis in Cameroon, are protracted, the ultimate rationale of the CRRF is to help refugees to thrive in their host environment, and not just survive, and to contribute to the development of the communities hosting them. UNHCR’s has thus been asked to “develop and initiate” comprehensive responses to reduce refugees’ dependence on humanitarian aid and to support their self-reliance and integration into national service provision. The rationale also seeks to ease pressures on countries, often low- and middle-income, hosting large numbers of refugees.

Finally, at the Leaders’ Summit on Refugees, organized and chaired by president Obama along the margins of the 71st General Assembly in 2016, 47 States, including the Government of Cameroon, committed to delivering concrete changes to assist refugees to succeed despite their situation of displacement. Commitments include legal and policy change, such as providing refugees with enhanced access to education, lawful employment, and to existing social services.

Following these conclusions, in the past few years, various commitments have been made at the global strategic level aiming at ensuring that the specific needs of marginalized and vulnerable populations, including refugees, IDPs and their hosts, are addressed as a matter of priority by all stakeholders in a comprehensive and integrated manner, instead of being perceived exclusively as a humanitarian challenge that is to be dealt with by humanitarian actors. Several of these global commitments, which are explained in more detail in annexe 4, correspond to the priorities of the Government of Cameroon and its international partners and various initiatives are underway to contextualize and operationalize these commitments in Cameroon.

A number of recent initiatives in Cameroon such as the Peacebuilding and Recovery Assessment (RPBA), a joint initiative by Government, World Bank, United Nations, and European Union, the IDA18 refugee sub-window facility of the World Bank and the Joint Government-UNHCR Support Plan for the development of CAR-refugee hosting areas (hereafter: Support Plan) and the national strategy for the Sustainable Development Goals (SDGs), which builds upon the United Nations Development Assistance Framework (UNNDAF) address the link between humanitarian and development needs and provide the framework for a more inclusive and longer-term socio – economic development of the areas affected by the presence of forcibly displaced people, in particular refugees. UNHCR has been fully involved in these recent initiatives, which are highly relevant in the context of this strategy.

In the spirit of the above commitments, and in line with the priorities of the Government of Cameroon and its international partners, this strategy aims at providing a framework for the operationalization of an inclusive multi-year planning process and a platform for a jointly agreed three-year vision, key strategic objectives and “collective actions” to be undertaken to achieve a more comprehensive and sustainable response to refugees, their host communities and other persons of concern to UNHCR.

To this end a review of existing and ongoing strategic frameworks and processes has been completed and an inclusive consultative process with a broad range of stakeholders undertaken to map, assess and leverage the comparative advantages of all actors who could potentially contribute to achieving the objectives spelt out in this strategy over the next three years.

4.2 Review of existing strategic frameworks, response plans and coordination modalities in Cameroon

As highlighted in the following section, the MYMP strategy complements a myriad of existing strategic frameworks and planning processes which have been initiated in Cameroon. It does not aim at setting up another parallel process; on the contrary, it is primarily designed to provide a reference framework and feed into different existing planning and decision-making processes of concerned stakeholders and to ensure a more integrated and coherent approach to protection and solutions for the people of concern to UNHCR.
Humanitarian coordination structure

In accordance with Inter-Agency Standing Committee standards, the humanitarian response in Cameroon has established a coordination platform at capital-level, including all technical sectors, an inter-sector and a Humanitarian Country Team. Clusters have not been activated but cluster-like sectors have been set-up. In accordance with the “Joint OCHA – UNHCR Note on Mixed situations – Coordination in practice”, the responsibility to coordinate the overall humanitarian response in the Far North has been delegated to UNHCR. xxvii

Several ministries share responsibility for managing issues relating to the humanitarian situation, and to refugees in particular. An inter-ministerial ad hoc committee to manage the refugee emergency in Cameroon was created by Presidential Order 269 of March 13, 2014 in response to massive inflows of Nigerian and Central African refugees in 2013 and 2014. The committee is under the authority of the Minister for Territorial Administration and Decentralization (MINATD). The Civil Protection Directorate (DPC) of the Ministry plays a key role in the day-to-day management because of its expertise and tasks relating to humanitarian matters.

Other strategic frameworks and processes relevant to the populations of concern

In order to mitigate the negative impact of crises in neighbouring North-eastern Nigeria and CAR on border areas in the Far North, North, Adamaoua and Eastern regions – which host the vast majority of refugees, IDPs and a significant number of people at risk of statelessness – the government, with the support of international partners, has put in place a number of initiatives within the overall framework of its Growth and Employment Strategy mxx covering the period 2009 to 2019, which is in turn anchored in the Government of Cameroon’s long-term planning document, the so called Vision 2035.

The way forward: Consolidation, integration and operationalization of more recent initiatives

(i) Recovery and Peacebuilding Assessment

Pillar one of the ongoing Peacebuilding and Recovery Assessment (RPBA) deals with questions related to forced displacement, protection and security. Since the beginning of 2017, this working group has been co-led by the Ministry for Territorial Administration and Decentralization (MINATD), OCHA and UNHCR. The group analysed the long-term impact of the presence of forcibly displaced persons on host communities and worked to develop pillar one of the Recovery and Peacebuilding Strategy, which defines the priority objectives for these populations. Once put into effect, this document will provide a strategic framework for the Government and its partners with regard to overall recovery and peacebuilding needs in the four border regions. xxvii

(ii) Joint Support Plan for the development of CAR-refugee-hosting areas

In October 2016, the Government (Ministry for Economy, Planning and Regional Development, MINEPAT) and UNHCR signed a Partnership Agreement aimed at supporting the development of communities hosting Central African refugees. A joint Support Plan for CAR-refugee hosting areas is currently being developed to provide a detailed needs assessment covering access to basic social services and livelihoods in the 16 municipalities (Communes) most affected by the presence of CAR refugees. xxviii The purpose of the Support Plan is to boost the development of CAR-refugee hosting areas and promote peaceful coexistence by strengthening access of both host communities and refugees to basic social services and livelihoods, and by facilitating the systematic inclusion of the needs of refugees and their host communities into communal and national planning and budgeting processes. The support plan will complement the Communal Development Plans (PCD) which are currently being updated by the National Programme for Participatory Development (PNPD) by providing a consolidated analysis of the priority needs of refugees and the supplementary needs in terms of basic social services and livelihoods stemming from the presence of refugees in refugee-hosting communities. The Support Plan will serve as an important reference for the operationalization of key priorities of the RPBA and the IDA18 sub-window for refugees and host communities. The Support Plan will furthermore serve as a platform to jointly mobilize additional resources to address the priority needs identified. Under the Agreement with MINEPAT, a Steering Committee co-chaired by the Government and UNHCR has been set up with representatives of all relevant actors. This Steering Committee with representatives of all stakeholders working with refugees and host communities is supported by a Technical Secretariat. This governance framework for joint planning and monitoring of development-oriented interventions in refugee-hosting areas is currently being expanded and aligned with the projects under IDA18 so as to enable it to coordinate, oversee and monitor the implementation of all the
activities implemented by the four projects under IDA18 refugee sub-window. This mechanism will also foster coordination with Pillar 1 of the RPBA. While this coordination mechanism has so far been financed by UNHCR, as of June 2018, it will be funded through the IDA18 allocation.

(iii) World Bank’s IDA18 facility

Throughout 2017, the Government of Cameroon has worked closely with the World Bank and UNHCR on ensuring the country’s access to the newly created IDA18 Sub-Window for Refugees and refugee-hosting areas. The Government of Cameroon’s eligibility has been confirmed by the World Bank’s board and the four projects that have been retained for additional financing under the IDA18 sub-window and that are currently being developed will be submitted for final approval in March 2018. The application and review process is well under way and the projects that are being developed under the sub-window are fully aligned with the strategic priorities defined under this strategy as well as the RPBA framework. The projects will furthermore directly contribute to addressing the priority needs identified within UNHCR-MNEPAT Support Plan for CAR refugee-hosting areas. The additional financing will support the extension (inclusion of refugees and refugee hosting areas in the Far North, North, Adamaua and East regions) of the following existing World Bank financed projects: Health System Performance Reinforcement Project, Community Development Program Support Project (Programme National du Développement Participatif), Social Safety Nets Project and the Education Reform Support Project to expand access to education, which has been developed from scratch. An integrated approach at local and national levels will ensure harmonized methodologies, synergies of the responses of the four projects, and coordination with other interventions. The above described additional financing under the IDA18 Refugee Sub-Window is expected to be instrumental to support the implementation of the activities contained in the above plans, especially with regard to the strengthening of access to basic social services and livelihoods.xxxiii

(iv) UNDAF

In addition, UNHCR remains fully committed to working under the UNDAF framework and has been actively engaged in the UNDAF 2018-20 process, including as member of the Programme Management Team and by regularly participating in relevant working groups in accordance with the priorities spelled out in this strategy. UNHCR has participated in the development of a joint programme with ILO and UN-Women which covers aspects related to “Development of decent employment opportunities and social inclusion”. UNHCR is also ensuring that the needs of persons of concern are adequately addressed in the programmatic work undertaken under Pillar 4 on “Resilience, Food Security and Early Recovery” and participates in two joint programmes, on resilience (lead by UNDP) and on food security (lead by WFP). All activities planned within the UNDAF 2018-20 are aligned with the SDGs and aim at contributing to their advancement. Moreover, the Government of Cameroon and the United Nations System have recently adopted a joint plan aiming at working together towards the SDGs talking onto account the specific context of Cameroon.xxxiv
Conclusion and the added value of the MYMP strategy

While there is an apparent risk of overlap, these initiatives are testimony to a critical mass of key actors, including refugees and host communities, the Government, key donors, development partners and the Resident Coordinator’s office, pushing for a more sustainable and solutions-oriented approach in support of refugees, refugee hosting areas, and in the case of this strategy and the RPBA, other persons of concern. UNHCR has actively contributed to all these processes and helped to ensure their strategic coherence.

In terms of substance, all these approaches

- **Target refugee hosting areas** in the Far North, North, Adamawa and East regions;
- Favour multi-year planning from 2018 onwards and an integrated **area-based and community-based approach** (rather than beneficiary-based) equally benefiting refugees, IDPs (where applicable) and host communities affected by the influx;
- Are based on **inclusive multi-year partnerships** across a wide range of actors, including Government (in a leading role), refugees and host communities, the World Bank, other development actors, UN agencies, NGOs, and donors;
- **Aim at bridging the humanitarian – development gap.**

All these strategic frameworks aim at

- **Reducing pressure on natural resources, basic services** (health, education, WASH) and the environment, and hence, **enhance social cohesion and resilience, and prevent conflicts**
- Reducing the need for humanitarian assistance by promoting **self-reliance** through alternative means of livelihoods
- **Alleviating pressure on already vulnerable host communities** through community-based interventions that support social integration and resilience of refugee and host-communities
- **Preparing durable solutions** for refugees, first and foremost voluntary repatriation
- **Promoting local development** and systematically **integrating refugee needs in Communal Development Plans** and other national planning instruments.

As a result of the close collaboration across these initiatives, the Government of Cameroon has committed to adopt an integrated approach to forced displacement and to develop a national strategy on forced displacement addressing protection as well as the social and economic aspects of the crisis, with due consideration of all stakeholders from both the humanitarian and the development sectors.

As for coordination, implementation and monitoring, it is important to note that the Government committed to relying on existing structures available for its implementation instead of contributing to further fragmentation by creating new fora. Therefore, the Government intends to use the Partnership Agreement with UNHCR to coordinate action under Pillar 1 of the Recovery and Peace Consolidation Strategy, in close collaboration with the Forced Displacement Program which is managing the IDA18 at the World Bank. The MYMP strategy will serve as an important reference framework to coordinate and monitor the implementation of the various activities.

In sum, UNHCR has started to (a) build dedicated capacity to pro-actively initiate and engage in recently launched multi-stakeholder development planning initiatives with a focus on refugee and IDP hosting areas and (b) develop several sector specific strategies with the Cameroonian Government to strengthen long-term partnerships benefiting populations of concern.

4.3. Stakeholder Mapping and Assessment

In line with the Paris 2005 Declaration on Aid effectiveness and the Policy on Integrated Assessment and Planning approved by the UN Secretary General on 09/04/2013, a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis of the capacities of various stakeholders active in the operational context of the Cameroon operation has been realized, in order to identify and assess the potential contributions that the different actors could make towards achieving the objectives of this strategy as well as filling gaps in terms of response capacity. The analysis furthermore explores opportunities for enhanced collaboration in the context of this strategy and the underlying risks (threats) governing the context.

In view of the holistic approach promoted under this strategy and the broad scope of the planned interventions, stakeholders have been all categorized by (a) type and (b) by their main potential leverage or comparative advantage.
Type of stakeholders:

i) Persons of Concern;
ii) Government and politico-administrative actors and public research institutions;
iii) National / local non-governmental organizations and civil society partners;
iv) Private sector actors;
v) International non-governmental organizations;
vi) UN agencies and international organizations; and
vii) Financial partners.

As for their main potential leverage or comparative advantage in the context of this strategy, all stakeholders have been categorized by their capacity/authority to:

i) Prepare, take and implement relevant political and/or administrative decisions;
ii) Provide technical expertise/experience for the implementation of programmes;
iii) Make meaningful financial contributions;
iv) Engage in meaningful advocacy on behalf of the objectives enshrined in this strategy; and
v) Mobilize and coordinate stakeholders.

Each stakeholder has been consulted and to determine its capacity to contribute to (one of) the five objectives of the strategy, using the following criteria:

• Strategic priorities of the stakeholder related to protection and solutions;
• How collaboration with UNHCR would further these priorities;
• Sectors relevant to the stakeholder; and
• Population targeted by stakeholder interventions.

A total of seventy eight organizations from various sectors have been consulted during the process. Seventy four of them have been retained and mapped according to the criteria mentioned above. The analysis took into consideration the different types of potential contributions, namely to prepare, take and implement relevant political and/or administrative decisions; to provide technical expertise/experience for the implementation of programmes; to provide meaningful financial contributions; to engage in meaningful advocacy on behalf of the objectives enshrined in this strategy; and/or to mobilize and coordinate stakeholders.

The consultative process reached out in a balanced manner to the different types of organizations including non-traditional stakeholders, among which private sector organizations and civil society organizations. The stakeholders have been identified on the basis of the activities they are currently conducting for refugees or other people of concern and on the basis of their potential interest in making a contribution to this strategy. The mapping identified many stakeholders with several key competencies while others, for example ministries, display a strong authority and expertise in a very specific field.
IV. KEY STAKEHOLDERS

Overall, the mapping identified two main challenges faced by stakeholders: resource constraints which result in limited implementation capacity in concerned areas and partially available information about the needs of refugees and the impact refugees have on the needs of their hosts.
The stakeholders mapping and assessment exercise demonstrated that there is an important number of “new” partners ready to contribute to the strategic objectives of this strategy. While their understanding of the situation of persons of concern to this strategy differs depending on previous experience and presence in concerned areas, there was a general interest to both engage in existing partnership frameworks and to build new strategic partnerships, e.g. with private sector stakeholders. In this vein, investments into the development of more strategic and innovative partnerships will be prioritized, harnessing the stakeholder’s respective capacity, comparative advantage, and strategic interest (table at Annex I: Stakeholders assessment).

With government stakeholders, UNHCR has already started to reinforce and operationalize sector-specific partnerships over the last year. UNHCR has engaged at various levels with the Government with a view to establish agreements in specific sectors and in relation to issues pertaining to refugees, IDPs and host communities. The below table summarizes some of these key initiatives which underpin this multi-year multi-partner strategy.
<table>
<thead>
<tr>
<th>Strategic framework</th>
<th>Year</th>
<th>Objective</th>
<th>Implementation period</th>
<th>Signatories</th>
</tr>
</thead>
<tbody>
<tr>
<td>Framework Convention on providing a special support to the development of CAR-refugee hosting areas</td>
<td>2016</td>
<td>Support the municipalities hosting Central African refugees with targeted community-based development and livelihood initiatives</td>
<td>2018 onwards</td>
<td>MINEPAT / UNHCR</td>
</tr>
<tr>
<td>Abuja Declaration</td>
<td>June 2016</td>
<td>Comprehensive Action Plan to enhance the protection for populations affected by the crisis (Refugees, IDPs and host communities)</td>
<td>Ongoing</td>
<td>Outcome of Regional Protection Dialogue. Signatories: Governments of Nigeria, Cameroon, Niger, and Chad</td>
</tr>
<tr>
<td>Tripartite Agreement on the Voluntary Repatriation of Nigerian Refugees</td>
<td>2016</td>
<td>Facilitate voluntary return of Nigerian refugees once the situation is conducive for returns in safety and dignity</td>
<td>Ongoing</td>
<td>Signatories: Governments of Cameroon, Nigerian and UNHCR</td>
</tr>
<tr>
<td>Framework Convention for the medical treatment of CAR and Nigerian refugees in public health facilities</td>
<td>March 2017</td>
<td>Ensuring free medical treatment of refugees in public health facilities by applying a shared subsidy regime (Government of Cameroon 30%, UNHCR 70%)</td>
<td>2017 onwards</td>
<td>Signatories: Ministry of Public Health and UNHCR</td>
</tr>
<tr>
<td>Agreement on the transfer of refugee status determination responsibilities to the Government of Cameroon</td>
<td>August 2016</td>
<td>Establishment of Refugee Status Determination procedures and institutions, and gradual transfer of responsibilities from UNHCR to the Government</td>
<td>Establishment of a technical Secretariat overseeing the putting into place of RSD procedures for Urban refugees in Yaounde</td>
<td>UNHCR and MINREX in application of a presidential decree (15 – 03 – 2014) and decree 2011 / 389 on the Organisation and the functioning of refugee status determination bodies</td>
</tr>
<tr>
<td>Strategic framework</td>
<td>Year</td>
<td>Objective</td>
<td>Implementation period</td>
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<tr>
<td>Agreement on a pilot project on training aimed at socio-professional inclusion of refugee women in Yaounde and Doula</td>
<td>December 2016</td>
<td>Inclusion into professional training to promote self-reliance of urban refugee women</td>
<td>2017 (multi-year agreement 2018-20 in line with this strategy under development)</td>
<td>MINPROFF – UNHCR</td>
</tr>
</tbody>
</table>
| Three-year Action Plan on operational collaboration between the Ministry for Social Affairs (MINAS) and UNHCR on access to social services refugees, IDPs, and vulnerable host populations | Under development | - Strengthen institutional capacity for social management of refugees, displaced persons and vulnerable host populations  
- Strengthen psychosocial support mechanisms for refugees and displaced persons  
- Support empowerment initiatives for refugees, displaced persons and vulnerable host populations  
- Support refugees, displaced persons and host populations with specific protection needs | 2018-20 | MINAS - UNHCR |
| Tripartite agreement MINAS – FNE – UNHCR on the inclusion of refugees and vulnerable host in socio-professional training | Under development | Inclusion into professional training provided by the National Fund for Employment (FNE) to promote self-reliance of refugees and vulnerable host populations | 2018 - 20 | MINAS – FNE - UNHCR |
The added value of the above described frameworks as well as any future partnerships will be assessed by the impact they will have on refugees and their host communities.

The analysis of potential new partnerships by objectives provides a number of initiatives to be undertaken by categories of potential partners. Although most of the actions to be undertaken are generalizable to all the six categories of partners, some have specific applications.

Main conclusions and recommendations stemming from stakeholder consultation process

In order to develop partnerships with all categories of actors within the context of this strategy, various actions will need to be taken such as:

- Increase awareness and build capacity in the following areas: (i) information sharing of relevant operational information with Government stakeholders and non-traditional partners, (ii) building knowledge of refugee and IDP rights, statelessness issues and protection according to international standards, (iii) knowledge of existing applicable national legal frameworks, (iv) logistical and technical support for programme implementation;
- Provide stakeholders with accurate and disaggregated data on the needs of populations of concern, i.e. refugees, IDPs, persons at risk of statelessness, and host communities, including those assessed and considered under national development frameworks. This action is particularly important to enable stakeholders to coordinate interventions and to conduct joint advocacy efforts;
- Reinforce the link between humanitarian and development interventions in line with the “new way of working” principle, emphasizing the opportunities this new approach presents for the advancement of the national development agenda, in particular the SDGs;
- Promote collaborative interventions between stakeholders involved and according to their respective comparative advantages; reference should be made here to the particular case of certain local NGOs and their intimate knowledge of local contexts. Financial partners are particularly pushing for well-coordinated actions, to avoid duplication and ensure complementarity;
- Provide policy guidance in technical areas such as livelihood and statelessness in order to facilitate a more coherent and holistic approach;
- Design a monitoring and evaluation system in order to systematically measure progress made against this strategy.

As described in detail under section four partnerships will be strengthened under existing frameworks so as to avoid a further proliferation of coordination and governance structures. This strategy will help stakeholders across various fora and processes to integrate the longer-term needs of persons of concern.
VI. RESOURCES AND MANAGEMENT

This section outlines UNHCR’s footprint required to significantly contribute to and co-lead the implementation of this strategy. The following is based on the assumption that other stakeholders will complement UNHCR’s response by mobilizing additional resources and capacity.

The table below refers to the estimated comprehensive UNHCR budget for the period covered by the strategy. It includes provisions for the Operational, Staffing, and Administrative chapters.

<table>
<thead>
<tr>
<th>Anticipated UNHCR budget requirements based on comprehensive assessments of needs of persons of concern (in US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
</tr>
<tr>
<td>86,727,806.00</td>
</tr>
</tbody>
</table>

It is important to note that the above is an indicative resource plan. Second-party funding directly channeled to other MYMP stakeholders is not captured in this calculation; and an overall costing of programme interventions under this strategy has yet to be completed.

The above operation's budget is predicated on the expected fluctuations in the number of people of concern (see section 1 and annex 0). In case of a major population movements – influx or return, the above financial projections may need to be modified accordingly and supplementary resource requirements may arise if UNHCR is asked to respond to a new situation.

Further to the signing of the Tripartite Agreement between Nigeria and Cameroon, and the expressed willingness on the part of refugees to repatriate to their Country of Origin, this budget anticipates that departures to Nigeria may be organized starting from the second half of 2018, or when/if conditions on both sides are conducive for voluntary return in safety and dignity.
The above budget allocations take into account the following programmatic assumptions:

- Current care and maintenance, protection and assistance programmes targeting urban, CAR and Nigerian refugees will be gradually reduced focusing on core protection activities, the promotion of durable solutions and the response to basic and essential needs, while self-reliance, livelihoods and community development activities in refugee hosting areas, will be stepped-up significantly.

- Enhanced coordinated resource mobilization by all stakeholders. In view of donor fatigue especially with the protracted CAR-refugee situation, with low and continuously declining levels of funding directed towards UNHCR and its humanitarian partners, efforts will be undertaken to advocate for complementary development funding to be made available to stakeholders to bridge this gap.

- UNHCR will capitalize on its comparative advantages, including its significant presence close to the point of delivery in refugee and IDP hosting areas.

- IDA18 funding will be channeled to refugee-hosting areas in the four border regions and significantly reinforce basic social services and infrastructure as well as social protection programmes. These funds will contribute to achieving improved social cohesion, increased access to basic social services for both refugees and host communities and improved socio-economic inclusion of refugees.

Organizational structure and staffing requirements of UNHCR

The organizational structure of the Cameroon operation for 2018 will comprise of 1 Representation (Yaoundé); 3 Sub Offices (Maroua-P5, Bertoua-P5, Meiganga-P4); 4 Field Offices (Batouri-P4, Djohong-P3, Douala-P3, Touboro-P3) and 1 Field Unit (Kousseri-G7).

This structure is in alignment with the presence of the persons of concern to UNHCR and will be maintained in order to ensure the efficient delivery of protection needs and assistance. Taking into account the severe reduction of the staffing budget allocated in 2018 the Operation will have to review its office staffing by discontinuing, transferring, merging functions and reclassifying some of the positions in order to accommodate the required staff needs for the implementation of our programmes. However, to ensure implementation of MYMP strategy, reinforcing strategic guidance and coordination is critical and requires dedicated staffing, including but not limited to a Senior Development Officer (P4) and a Senior Development Partnerships Assistant (G5) at capital level.

In order strengthen partnerships with the Government and new operational partners, e.g. the World Bank and the ILO, dedicated capacity to operationalize coordination around the humanitarian-development nexus, build strategic partnerships and provide technical expertise in relevant areas will have to be integrated into revised staffing structure. For example, to effectively accompany the programme areas foreseen under the IDA18 sub-window, dedicated technical expertise in terms of public health, basic education, social protection, livelihoods and or community development aspects may be added to temporarily reinforce UNHCR’s workforce. Moreover, to reinforce UNHCR’s comparative advantage on refugee data management and monitoring, additional expertise in these fields will be gradually built into the staffing structure.

The indicative staff distribution per office will be as follows: Representation in Yaoundé (52 positions); Sub-Office Bertoua (18 posts); Sub-Office Maroua (35 posts); Sub-Office Meiganga (27 posts); Field Office Batouri (24 posts); Field Office Douala (9); Field Office Djohong (16 posts); Field Office Touboro (10 posts), Field Unit Kousseri (4 posts).
VII. List of Annexes

1. Strategic Objectives, Milestones, Assumptions and Risks overview
2. Stakeholders mapping and assessment tools
3. Documentation: Internal consultation workshop on the MYMP strategy (27 June 2017)
4. Documentation: Multi-Stakeholder workshop (20 and 21 June 2017)
5. Documentation: Multi-Stakeholder validation workshop on the MYMP (27 September 2017)
6. Closing remarks delivered by the Minister Delegate to the Minister for Foreign Affairs during the validation workshop (27 September 2017)

Please access the listed annexes through the following link: http://bit.ly/cmrmymp
According to UNHCR’s estimates some 120,000 persons are at risk of statelessness on the Bakassi peninsula, and 135,000 in the Far North region.


“Among other insights—not revealed by our data—other sources show that Boko Haram’s child suicide bombers disproportionately targeted Cameroon, both in relative, and—highly surprisingly—absolute terms, between January 2014 and February 2016, during which time Cameroon experienced 21 child bombers, Nigeria 17, Chad two, and Niger none.”: Exploding stereotypes: the unexpected operational and demographic characteristics of boko haram’s suicide bombers, Combating Terrorism Center at West Point and Yale University, August 2017 (https://ctc.usma.edu/posts/report-exploding-stereotypes-the-unexpected-operational-and-demographic-characteristics-of-boko-harams-suicide-bombers)

A biometric verification exercise of all CAR refugees in the East, Adamaoua and North regions was completed in April 2017. Refugees have been registered at 157 registration points. Biometric registration of new arrivals and verifications continue on a rolling basis.

UNHCR has registered some 18,489 newly arrived CAR refugees in 2017.

As of 31 December 2017, 22,982 refugees have been registered in the three Divisions of the Far North region that are bordering Nigeria. The operation is ongoing and has been delayed by both security concerns in some of the remote border areas and by administrative obstacles.

Mixed Migration Trends in Libya: Changing Dynamics and Protection Challenges, UNHCR, July 2017 (http://www.unhcr.org/595a02b44)


See also commitment to strengthen institutional capacities of refugee status management bodies made in the Letter of Development Policy (LDP) relating to eligibility to access funds from the IDA18 refugee sub-window, Minister of Economy, Planning and Regional Development, Yaoundé, 11 August 2017.


Letter of Development Policy (LDP) relating to eligibility to access funds from the IDA18 refugee sub-window, Minister of Economy, Planning and Regional Development, Yaoundé, 11 August 2017.

xvi UNHCR Cameroon - Livelihoods Strategy, February 2018.

xvii MINEPAT-UNHCR Plan de Soutien aux communes abritant des réfugiés RCA (forthcoming).

xix As part of UNHCR’s July 2017 strategy ‘The Central Mediterranean Route: Working on The Alternatives To Dangerous Journeys’, advocacy for increased resettlement quotas is under way, including for Cameroon, to strengthen protection and solutions to persons of concern to UNHCR by mitigating identified protection risks, reducing and preventing dangerous onward journeys.

xx UNHCR is currently developing a robust Statelessness Prevention and Reduction Strategy in close collaboration with the Government and other stakeholders. It is expected that with the current levels of interest expressed there will be sufficient buy-in leading to a gradual reduction of the number of persons at risk of statelessness. According to UNHCR’s estimates some 120,000 persons are at risk of statelessness on the Bakassi peninsula, and 135,000 in the Far North region. In the 2017 COP planning process, the population figure was estimated at 120,000 individuals; however this figure only reflected estimates in the Bakassi region; further assessments and estimates undertaken in the Far North region during 2017 have enabled the operation to adjust the figures accordingly. This population will nonetheless require further identification and analysis in the first year of the strategy to provide a stronger evidentiary basis for projections.
The method of calculation considered, apart from the Far North region, is the proportion of the number of refugees present in a department in relation to its total population. So, if for a department the proportion of refugees in the host population is less than 1%, we consider that 1% of the population have humanitarian needs due to the presence of refugees. Between 1% and 3%, we consider 3% of the population of the department. The other proportions are 3% to 5%, 6% to 10%, 11% to 20% and more than 20% for which we apply respectively 5%, 10%, 15% and 20% of the host population. For the Far North, villages in the vicinity of the Minawao refugee camp are considered to be in need in 2017. For 2018, 12 so-called «opportunity villages” which are hosting significant numbers of refugees are considered in addition to the villages in proximity to the camp. For 2019 and 2020, projections were made in proportion to the decline in the number of refugees. For 2017 and 2018 the numbers are aligned with those included in the HNOs.


Institut Nationale de la Statistique (INS), ECAM-, 2014 et enquête complémentaire Relèvement et Consolidation de la Paix (RCP / RPBA), 2017.

In this vein that Sustainable Development Goal (SDG) number 17 explicitly emphasizes the necessity to “revitalize the global partnership for sustainable development” in addressing needs identified in the 2030 agenda.

Secretary General’s Office, UNICEF, UNHCR, WHO, OCHA, WFP, FAO, UNFPA, UNDP, IOM.
Developing a shared understanding of sustainability, vulnerability, and resilience among all stakeholders, pooled and combined data, analysis and information, better joined up planning and programming processes, effective leadership for collective outcomes; and financing modalities to support collective outcomes have been identified as priorities. Signatories of the “Grand Bargain” furthermore committed to reinforce and do not replace the roles of national and local actors.

See annex 4 for a more comprehensive stakeholder and partnership analysis.

In accordance with its Global Cluster Lead responsibilities, UNHCR leads the protection sector and the shelter/NFI sector, the latter is only activated at regional level in the Far North. In addition, and in line with the Refugee Coordination Model, UNHCR leads the Multi-Sector Operations Team, which meets once a month at capital level to coordinate the CAR and Nigeria refugee response.

At regional-level, each sector is led by Government entity and co-led by UN agencies. There is a bi-monthly UNHCR-chaired Multi-Sector Operations Team meeting in Maroua, bringing together all sector-leads and co-leads as well as key humanitarian partners intervening in the region. The response for Central African refugees is managed at field level in line with the Refugee Coordination Model. Sectorial working groups have been established by UNHCR, covering the whole operational area.

Document de Stratégie pour la Croissance et l’Emploi, or DSCE, equivalent to a Poverty Reduction Strategy.

ECH contributed to the work as a technical advisor.

Far North, North, Adamaoua, East.

The following municipalities (communes) are covered: North region: Mayo Rey; Adamaoua region: Djohong, Meiganga, Ngaoui; East region:
Gari Gombo, Salapoumbe, Yokadouma, Batouri, Kentzou, Kette, Ouli, Ndelele, Betere Oya, Mandjou, Ngoura, Garoua-Boulai.

xxxiii More details are provided in the Cameroon Board Consultation Note on Eligibility for the IDA 18 Regional Sub-Window on Refugees and Host Communities and the Lettre de Politique de Developpement.

xxxiv Document national de contextualisation et de priorisation des objectifs de developpement durable (ODD) pour le Cameroun, MINEPAT / SNU, septembre 2017.

xxxv The RPBA and the IDA18 refugee sub-window have the same geographical footprint; both cover the regions hosting refugees and internally displaced persons. The Support Plan for CAR-refugee hosting areas covers 3 out of the 4 regions covered by the aforementioned initiatives (does not yet include the Far North region which hosts Nigerian refugees).

xxxvi In the Letter of Development Policy (LDP) relating to eligibility to access funds from the IDA18 refugee sub-window, Minister of Economy, Planning and Regional Development, Yaoundé, 11 August 2017, the GoC committed to develop an integrated and national strategy on forced displacement before 30 June 2018.

xxxvi A more detailed stakeholder mapping and assessment of all 74 stakeholders that were consulted can be found in annexe II.

xxxvii The thorough stakeholder mapping and analysis undertaken in preparation of this strategy was instrumental in two ways: advocating for a broader involvement in this strategy in order to address issues through concerted and complementary actions from non-traditional partners, and secondly identifying additional stakeholders, their capacity and potential contributions to address the challenges identified.

xxxix A summary of the stakeholder mapping by type of stakeholder can be found in annexe 4.
Between July and September 2017, UNHCR has conducted bilateral consultations with all stakeholders. In addition, 112 stakeholders took part in a two-day workshop (20-21 July 2017) at which they actively contributed to the development of this strategy. A validation workshop with some 150 stakeholders took place on 27 September.

The stakeholders have been identified on the basis of the activities they are currently conducting for refugees or other people of concern and on the basis of their potential interest in making a contribution to this strategy. A broad variety of different competencies relevant to this strategy have been identified among the consulted stakeholders, including but not limited to protection and legal assistance, cash-based interventions, infrastructure construction, housing, health care including psycho-social assistance, livelihoods, data collection and analysis, to name just a few. The mapping identified many stakeholders with several key competencies while others, for example ministries, display a strong authority and expertise in a very specific field.

In mapping partners against their potential contribution to one of the strategic objectives of this strategy, 30 stakeholders were identified as potential contributors to the advancement of strategic objective one on protection; 60 % of which well placed to provide technical or advocacy support and 27% potentially contributing to prepare and implement relevant political and administrative decisions.

Forty-one organizations have been identified as potential contributor to the advancement of strategic objective two on “access to social services”, among which 55% have relevant technical expertise and experience and 26% potentially ready to provide financial support.
As for strategic objective three, on self-reliance and social cohesion, the mapping identified 43 stakeholders which have the potential to contribute towards the achievement of this objective; 63% of which through technical support and 23% through financial contributions.

Few partners have been identified as key stakeholders to support strategic objective four on durable solutions and five on statelessness. A key role under these objectives falls within the remit of a few specialized organizations and governmental stakeholders. The detailed results of the stakeholder mapping and assessment can be found in annex 4.

xlii Annexes one, two and three situate key stakeholders and their potential contributions and comparative advantages in relation to the key programme areas which have been identified under each objective.
PROJET DE DISCOURS
DE
S.E. ADOUM GARBOUM
MINISTRE DÉLEGUE AUPRÈS DU MINISTRE DES RELATIONS EXTÉRIEURES CHARGE DU MONDE ISLAMIQUE

A

L’OCCASION DE LA CLOTURE DE L’ATELIER DE VALIDATION DE LA STRATEGIE « PLURIANNUELLE ET PARTENAIRES MULTIPLES » DE PROTECTION DU HCR

DJEUGA PALACE, Mercredi 27 septembre 2017
Mesdames et Messieurs les Ministres,

Madame la Coordinatrice du Système des Nations Unies au Cameroun,

Monsieur le Représentant du Haut Commissariat des Nations Unies pour les Réfugiés,

Mesdames et Messieurs les Représentants des Départements Ministériels Concernés,

Mesdames et Messieurs les Représentants des Missions Diplomatiques et des Institutions Internationales,

Mesdames et Messieurs les Représentants des Agences du Système des Nations Unies,

Mesdames et Messieurs les Représentants des Organisations Non Gouvernementales Internationales et Nationales,

Mesdames et Messieurs les Représentants de la Société Civile,

Mesdames et Messieurs les Représentants du Secteur Privé,

Distingués Invités,

Mesdames et Messieurs, en vos rang, Titre, Grade et Qualité,

L’honneur m’échoit, de procéder, ce jour, à la clôture des travaux de l’Atelier de validation de la stratégie « Pluriannuelle et Partenaires Multiples » de Protection du HCR. Mais avant d’y arriver, permettez-moi d’en dire quelques mots.

Il s’agit d’une réflexion savamment menée par le HCR, le Gouvernement, les Agences du Système des Nations Unies, les bailleurs de fonds et d’autres Institutions ou Entités non moins négligeables, dont l’objectif est de réduire drastiquement les besoins des personnes relevant du mandat du HCR, ainsi que leur risque de vulnérabilité.
C’est donc d’une approche novatrice fondée sur les Objectifs de Développement Durable (ODD) dont il est question qui peut se déclamer en 05 grands piliers que sont :

- la protection selon les normes internationales ;
- le renforcement des capacités des services sociaux et de base ;
- la pérennisation des moyens de subsistance qui passe indubitablement par la protection de l’environnement dans les zones d’accueil, la promotion de la cohabitation pacifique entre toutes les personnes concernées ;
- la recherche des solutions durables non seulement pour les réfugiés, mais également pour les personnes déplacées ; et enfin
- la réduction des risques d’apartheid.

S’agissant particulièrement de ce dernier point, j’ai le plaisir d’annoncer ici que les instructions ont été données afin que soit mené d’ores et déjà une étude approfondie sur l’opportunité pour le Cameroun d’adhérer aux instruments juridiques internationaux et régionaux s’y rapportant.

Un autre point qui entre en droite ligne avec la protection selon les normes internationales susévoquée est la délivrance des documents d’identification aux réfugiés. Ici également je voudrais dire que les dispositions sont en cours pour que des cartes d’identité biométriques soient délivrées aux réfugiés, en vertu du décret de 04 août 2016.

Comme vous le savez, le Cameroun fidèle à ses traditions d’hospitalité accueille un nombre important de réfugiés. Leur présence induit une prise en charge considérable. Les initiatives comme la stratégie de référence sont hautement louables et méritent d’être saluées. Car il s’agit à n’en point douter de vie humaine à prêserver dont il question. Il serait rédhibitoire d’en penser autrement.
Voilà pourquoi je voudrais rendre ici un hommage appuyé à toutes les parties prenantes qui auront contribué à asseoir cette stratégie afin que les personnes relevant du mandat du HCR, dont la capacité de résilience force notre admiration, continuent de vivre dans la dignité leur difficile condition.

Qu’il me plaise enfin de féliciter tous les participants à cet atelier pour leurs contributions actives et mutuellement enrichissante. La détermination et le sérieux dont tous, du reste, vous avez fait preuve, démontrent à suffisance la volonté indéniable d’apporter votre pierre à cet édifice que nous construisons pour atténuer les souffrances de ces personnes.

Mesdames et Messieurs,

Il ne me reste plus qu’à souhaiter que cette stratégie, avec le concours de nous tous, puisse être pleinement appliquée au bénéfice des réfugiés, des populations hôtes, des personnes déplacées et des apatrides.

C’est sur cette note d’espoir que je déclare clos l’atelier de validation de la stratégie « Pluriannuelle et Partenaires Multiples » de Protection du HCR.

Je vous remercie de votre aimable attention./-