



REFUGEPOINT



Reimagining Refugee Response:

**RefugePoint's
Three-Year Strategy**

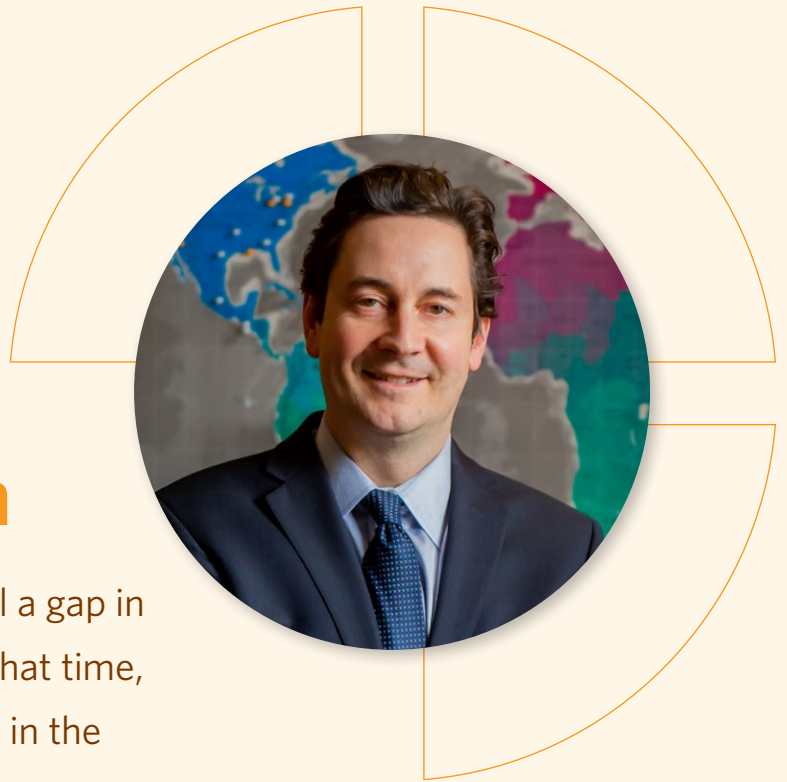
2021 → **2023**



Refugees are people
with the same hopes and ambitions
like you and I except that
a twist of fate has bound their lives
to a global refugee crisis
on an unprecedented scale!



- Excerpt from Victim of Circumstances, a
poem written by a refugee group in Kenya



Letter from Sasha

RefugePoint was founded in 2005 to fill a gap in the global refugee response space. At that time, tens of thousands of resettlement slots in the U.S. were going unfilled.

RefugePoint played a critical role to ensure the most at-risk and overlooked refugees could access resettlement and relocate to safety. Since then, we have supported **more than 100,000 refugees** to access self-reliance opportunities and resettlement or other pathways to safety.

Today, we are at a unique intersection of crisis and opportunity. Rising global refugee numbers are capturing the world's attention and xenophobic tensions are rising. At the same time, there are distinct ways to help more refugees access solutions as many governments make new commitments.

With the Biden Administration's dedication to restoring the U.S. refugee resettlement program, and other countries opening up new pathways, we are at a pivotal moment. With our mission at heart—to **advance lasting solutions for at risk refugees and support the humanitarian community to do the same**—we are shining a light into the future to pioneer new and collaborative ways to help refugees lead better lives.

With this Case for Support, I am thrilled to share our three-year strategy to expand pathways to safety for the most at-risk refugees and play a leading role in advancing self-reliance within the global humanitarian system. Central to our plan is the collective reimagining of what refugee response looks like in partnership with refugees themselves, so that their voices, wants, and needs are at the forefront of our strategy.

Please consider investing in our work over the next three years with a multi-year pledge. Such a commitment will be instrumental in moving us toward our vision to ensure that every refugee can access pathways to safety and self-reliance, and once again reclaim a sense of opportunity and hope for the future.

Sincerely,

Sasha Chanoff
Founder and Executive Director

Lifetime Impact WHERE WE'VE COME FROM

We have achieved numerous milestones over the years, here are a few of them:

 2005

RefugePoint was founded to help resettle and provide life-saving medical care to a group of HIV+ refugees in Nairobi. Later that year, we launched the Urban Refugee Protection Program to address the holistic needs of at-risk refugees.



2014 

Established our self-reliance runway model—assessing a client's unique and individual needs along their journey to self-reliance.

2013 

Launched a livelihoods program to help urban refugees in Nairobi to achieve a higher level of self-reliance, and a better quality of life—providing business training & grants to help refugees start or build businesses.



 2016

To better influence global policy and practice, we established a permanent presence in Geneva, Switzerland, where we can amplify our voice in high-level policy conversations and share field-based knowledge and best practices with global partners.



 2017

Through our global partnership with UNHCR, we expanded our work beyond Africa to Malaysia, and later to Iraq, Turkey, and Lebanon to enable refugees to safely relocate to more than a dozen countries around the world where they can rebuild their lives.

2020 

Since 2005, we have helped 92,135 refugees access pathways to relocate to safety. Through training, global policy influence, and other activities, we've contributed to a global system that has referred 1.5 million refugees for resettlement in the past 15 years.

2020 

As a co-leader of the RSRI, we launched the Self-Reliance Index (SRI), the first-ever global tool to measure the progress of a refugee household on its path to self-reliance.





2008

Made our first referral for resettlement and began partnering with UNHCR to help more at-risk refugees access resettlement.

2009

Worked with UNHCR to train over 20 non-governmental organizations (NGOs) across Africa on identifying refugees for resettlement. We later co-created a resettlement toolkit with UNHCR and partner NGOs to use globally.

2011

Began to recruit and hire refugee community health workers in Nairobi to serve people in their communities. These staff are best placed to discuss sensitive health issues and explain how to access local services.



2011

Conducted our first Child Protection (CP) mission. Following its success to protect and help resettle unaccompanied children, we sent a team of CP Experts to a number of locations to fill significant gaps, reach more children in need, and train others to do this work.

2018

Worked with UNHCR to build a resettlement program to evacuate unaccompanied minors and other refugees from dangerous detention centers in Libya and resettle them to countries in the European Union and North America.

2018

Launched the Refugee Self-Reliance Initiative (RSRI) with the Women's Refugee Commission to expand self-reliance opportunities for refugees and build a global network of organizations, foundations, governments and others focused on refugee self-reliance.



2019

Launched the Family Reunification Pilot Project in collaboration with UNHCR and the International Refugee Assistance Project to reunite unaccompanied and separated children with their family members in safe third countries.

2018

Launched the Economic Mobility Pathways Project with Canadian partners, which aims to help qualified refugees in Kenya and the Middle East access immigration to Canada through work-based visas.



Lifetime Impact  Where We've Come From

28

Partners trained to use the Self-Reliance Index in 18 countries

92,135

Refugees assisted in accessing resettlement and other pathways to safety

14,252

Refugee children helped by RefugePoint Child Protection Experts

3,265

Refugees who have graduated from the Urban Refugee Protection Program

1,300

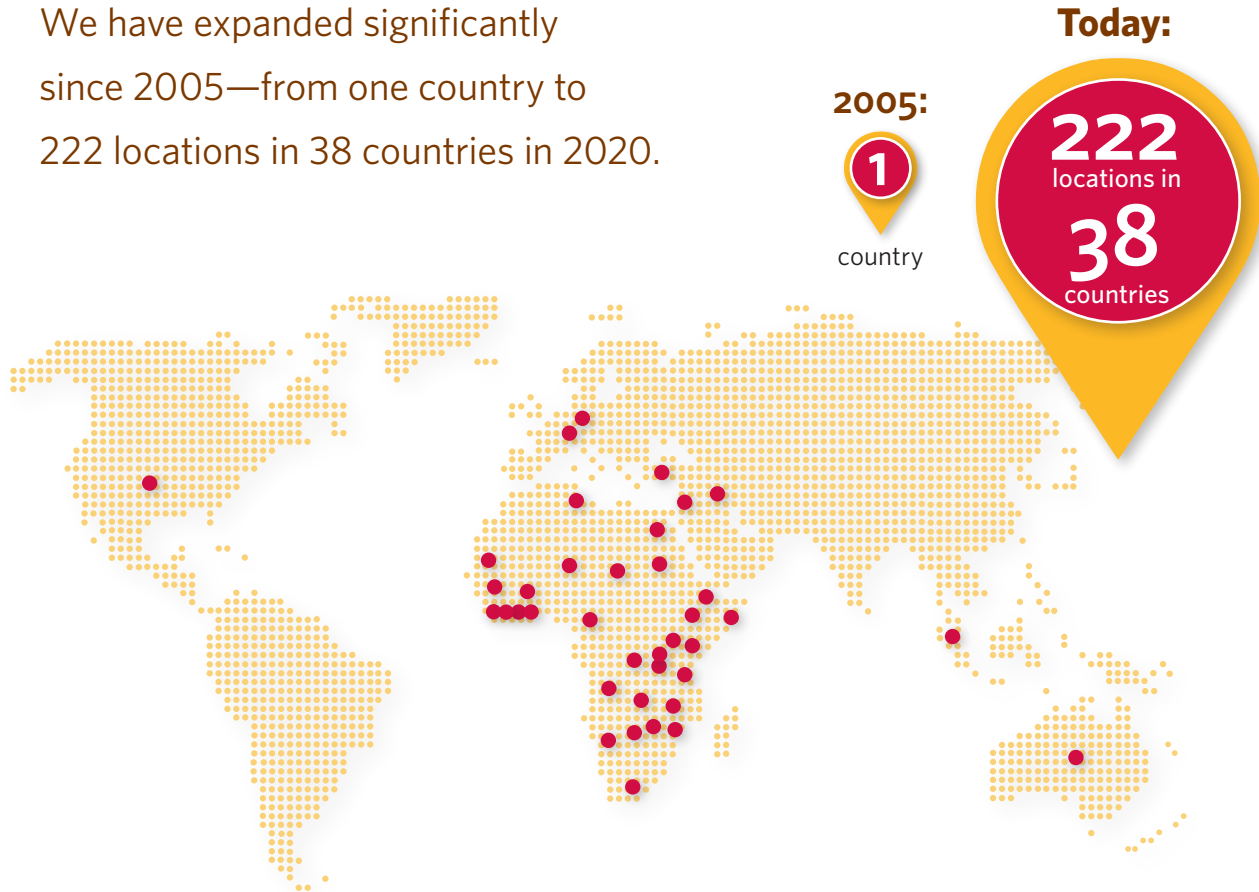
Business start-up or expansion grants provided to refugees in Nairobi

10,000+

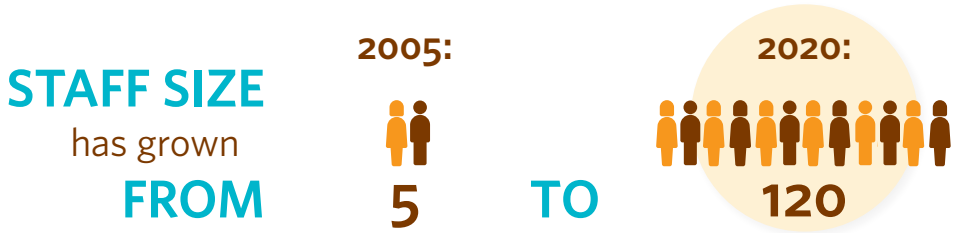
Refugees reached annually by our refugee Community Navigators in Nairobi

Lifetime Impact  Where We've Come From

We have expanded significantly since 2005—from one country to 222 locations in 38 countries in 2020.



- Angola
- Australia
- Botswana
- Burkina Faso
- Burundi
- Cameroon
- Chad
- Côte d'Ivoire
- Djibouti
- Egypt
- Ethiopia
- Germany
- Ghana
- Guinea
- Iraq
- Kenya
- Lebanon
- Liberia
- Malawi
- Malaysia
- Mozambique
- Namibia
- Niger
- Rwanda
- Senegal
- Somalia
- South Africa
- Sudan
- Switzerland
- Tanzania
- The Democratic Republic of Congo
- Togo
- Tunisia
- Turkey
- Uganda
- United States
- Zambia
- Zimbabwe

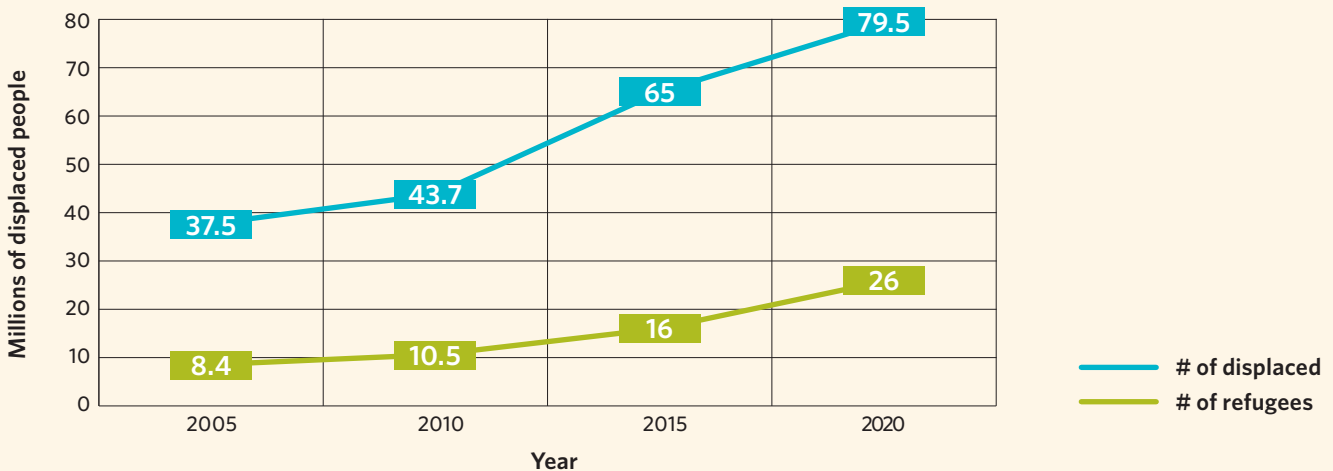


Why Now AN URGENCY TO ACT

There is an increasing urgency to act and drive large-scale systemic change to support lasting solutions for refugees.

In 2020, there were more than 80 million forcibly displaced people globally, including an unprecedented 26 million refugees—the most in recorded history.

Worldwide displacement is at an all-time high



Relocation to Safety. Of the 26 million refugees globally, UNHCR has determined that nearly 1.5 million refugees currently need to resettle to a safe, third country. Among these are hundreds of thousands of children and families who are separated and scattered across different continents, longing to reunite. Despite this need, in 2020 only 63,726 refugees were resettled worldwide—reflecting the vast and growing gap between the needs of refugees and the opportunities increasingly isolationist governments are offering them, and the global devastation of the COVID-19 pandemic that resulted in closed borders.

Opportunities to Act

With the Biden Administration’s commitment to restore the U.S. Refugee Resettlement Program and increase the quota from 15,000 to 125,000 per year starting in Fiscal Year 2021, there is a significant opportunity for RefugePoint to support this restoration and scaling through targeted identification of the most at-risk refugees in Africa and Asia and implementation of the casework needed to process eligible refugees for resettlement.

1.5 million refugees need to resettle  **63,000** refugees resettled

Why Now An Urgency to Act

Self-Reliance. With more refugees displaced for longer periods than ever before (the average is 20+ years), supporting refugees' quality of life in their countries of asylum has become a principal goal shared by the humanitarian community, donor governments, and governments of refugee-hosting countries.

Sixty percent of refugees reside in urban areas, like Nairobi, Kenya, which is home to more than 70,000 urban refugees—the largest number in East Africa. Many urban refugees are trapped in a downward spiral of poverty and vulnerability without the means to cover their basic needs and address the barriers that prevent them from stabilizing and improving their lives. Extreme vulnerabilities such as homelessness, food insecurity, lack of access to adequate healthcare and mental health

resources, harassment and discrimination are significant barriers to self-reliance. As refugee services in host countries are fragmented and scarce, it can be difficult for refugees to address all these vulnerabilities, which is why RefugePoint specifically identifies the most vulnerable refugees in Nairobi—who may otherwise fall through the cracks—for our Urban Refugee Protection Program.

Refugee Protection and Self-Reliance are more important than ever. The COVID-19 pandemic has starkly illuminated the fact that communities are only as healthy as their least healthy members, particularly refugees and immigrants. It has also highlighted the importance of building societies that enable the self-reliance and resilience of those most vulnerable.

Opportunities to Act

The humanitarian community and states alike have recognized the urgency to act. In 2018, UN member states voted overwhelmingly to affirm the Global Compact on Refugees (GCR), a new international agreement to forge a stronger, fairer response to large refugee movements and protracted situations. Recognized as perhaps the most significant agreement concerning refugees since the 1951 Refugee Convention, the GCR highlights among its four key objectives (1) expanding access to third countries for refugees through resettlement and complementary pathways, and (2) enhancing the self-reliance of refugees, as two of its four key objectives.





Vision for the Future

RefugePoint envisions an inclusive world where refugees are supported to rebuild their lives, reach their full potential and contribute to their communities.

To achieve this vision, RefugePoint's strategy focuses on supporting refugees through two core programmatic areas:

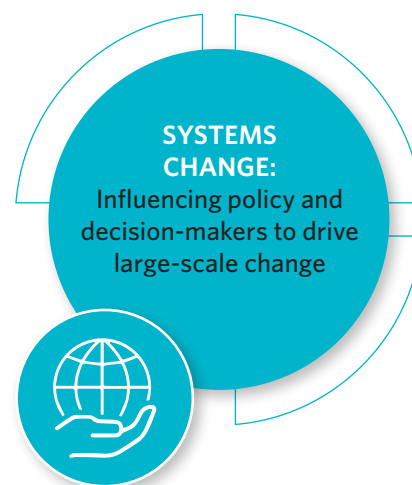
1. Host-Country Solutions:

Helping refugees improve their lives and increase their self-reliance in the countries to which they flee

2. Third Country Solutions:

Helping refugees legally relocate to safe countries where they can rebuild their lives

Across these core programs, RefugePoint takes a three-pronged approach to achieve impact:



Vision for the Future

RefugePoint integrates and prioritizes several **core, cross-cutting principles and values** that are critical components of our future vision.

A protection lens: We apply a protection lens in all of our programming—prioritizing vulnerability over volume. In practice, this means:

- Proactively identifying refugees with the greatest needs and increasing the *equity* of access to long-term solutions, including for women, children, LGBTQI, refugees with disabilities, and those in underserved locations
- Prioritizing child protection, with attention to the ‘best interests’ of children, and particularly unaccompanied minors
- Considering the ‘whole person’ and ‘whole family’ in our interventions, including preserving family unity and addressing protection concerns in the process of promoting long-term solutions

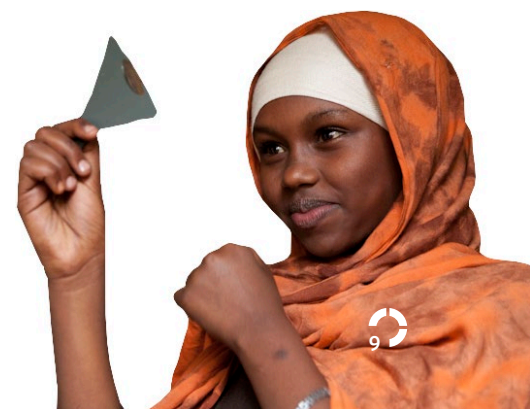
Refugee-centered and Anti-racist: Recognizing that racism, colonialism, and global white supremacy culture have caused many of the inequities driving the world’s refugee situations, we believe that the pursuit of our vision, mission, and values is strengthened by integrating anti-racist principles in all that we do. We are committed to leveraging our power to elevate and amplify refugee voices and influence improvements in the structures and systems that impact the quality of the lives of refugees, and we will actively work to deconstruct macro and microsystems of oppression and power asymmetry within the refugee field. A few ways we will amplify refugee voices include:

- Increasing refugee client involvement in program design, oversight, and monitoring by convening a refugee advisory board, and ensuring our governing board increasingly includes more members with lived experience

- Enhancing recruitment practices to ensure that 75% of third-country solutions staff are current or former refugees, individuals of African, or other non-Western descent
- Expand technical and financial support to refugee-led organizations in East Africa


Building an evidence base of what works: We are committed to *monitoring, evaluation, and learning (MEL)* organization-wide. In 2020, we hired our first senior MEL officer. Additionally, we co-developed the Self-Reliance Index (SRI)—the first global tool to measure the progress of vulnerable refugee households on their path to self-reliance, and a rigorous way to measure whether programs are effectively improving refugees’ quality of life. RefugePoint was a pilot site for and is one of the first adopters of the SRI.

Trauma-informed: Recognizing that trauma and mental health must be addressed as an integral part of any refugee programming, we strive to integrate a trauma-informed approach into all programs and offer mental health and psycho-social support (MHPSS) services to clients and staff. For example, we developed a staff training curriculum that includes both psychological first aid and trauma-informed communication, so that front-line staff are better equipped to avoid re-traumatizing clients and provide support to clients in emotional distress.




RefugePoint's Strategy ➤ 2021-2023

SELF-RELIANCE

 **Goal 1:** Expand Self-Reliance programming to support at-risk refugees—ultimately contributing to a global paradigm shift within the humanitarian sector from a focus on emergency aid to the promotion of opportunities for self-reliance.

Self-Reliance involves stabilizing refugees in the countries to which they have fled—helping them regain the ability to meet their own essential needs

RESETTLEMENT AND OTHER PATHWAYS TO SAFETY

 **Goal 2:** Expand third-country solutions to protect at-risk refugees—making resettlement, family reunification, labor mobility, and other pathways to safety more accessible to refugees worldwide.

Resettlement and other pathways allow refugees to legally relocate to safe countries where they may rebuild their lives

 SELF-RELIANCE - Goal 1

Program Highlight: Urban Refugee Protection Program (URPP)

Overview: The URPP is a holistic, comprehensive program in Nairobi that helps urban refugees and a small number of highly vulnerable Kenyans regain the social and economic ability to meet their essential needs. The URPP first stabilizes program beneficiaries vis-à-vis their basic needs, then enables them to pursue livelihoods activities and engage in other strategies for economic well-being, thereby creating a runway to self-reliance for the most vulnerable. Our combination of services and supports is refugee-centered—tailored to each household’s needs, desires, and capacity. RefugePoint first identifies vulnerable refugees in Nairobi who face inadequate shelter, security concerns, lack of food or income, and other barriers to self-reliance, assesses their needs and establishes a baseline score using the Self-Reliance Index (SRI). This needs assessment guides beneficiary households and their dedicated Case Managers in collaboratively developing a case plan to progress toward self-reliance. Stabilizing services include public health information, medical care, food and rent support, non-food items, education support, emergency cash assistance, child protection, and psychosocial counseling and mentoring. Once refugees’ basic needs are stabilized and mental health is improved, RefugePoint provides a full range of livelihood support focused on micro-business

development. This includes business training, business plan development, start-up or expansion micro-grants, obtaining business licenses, setting up bank accounts, business monitoring and technical assistance, and establishing peer support, mentorship, and savings groups. Households are re-assessed every six months using the SRI to determine when they are stable and self-reliant enough to graduate from the URPP.

Over the next three years, RefugePoint will:

- ▶ Help up to 4,000 refugees move from extreme vulnerability onto a “runway” to self-reliance.
- ▶ Increase financial inclusion services—helping refugee clients open bank accounts and participate in Village Savings and Loan Associations.
- ▶ Finalize a transition to a trauma-informed care approach.
- ▶ Increase the level of refugee client involvement in program design, oversight, and monitoring by creating a refugee-led advisory committee.
- ▶ Expand support to Refugee-Led organizations (RLOs)—providing capacity building, technical assistance, financial aid, and mentorship.
- ▶ Develop a community-level asset map to disseminate to urban partners.

RefugePoint and its partners have pledged to reach **5 million refugees** in **5 years** with self-reliance programming



 **SELF-RELIANCE - Goal 1**

Program Highlight: Global Fieldbuilding and Systems Change for Self-Reliance

RefugePoint's objective is to use its expertise and experience to embed self-reliance approaches into global refugee response frameworks as early in the displacement cycle as possible—advocating for enabling policies, practices and dedicated funding streams to support self-reliance outcomes.

The URPP serves as a learning hub for the larger refugee-response field. In fact, learning generated from the URPP was the founding impetus for the Refugee Self-Reliance Initiative (RSRI), an active, global community of practice with over 40 participating entities. Through the RSRI, RefugePoint has successfully: convened a diverse cross-section of the leading agencies, policymakers and funders around self-reliance; leveraged the momentum of the Global Refugee Forum and Global Compact on Refugees to focus energy toward the goal of self-reliance; and co-led the development, testing, and roll-out of the Self-Reliance Index (SRI)—a landmark accomplishment. As of May 2021, the SRI has been downloaded more than 1,100 times and is in use by 19 organizations.

RefugePoint staff provide training and technical assistance to organizations interested in using the SRI. The use of the SRI supports practitioners globally in designing and providing effective services for refugees and helps build an evidence base of 'what works'—allowing the humanitarian community to scale up the most effective, evidence-based approaches. Locally and regionally, RefugePoint shares the learning from the URPP with members of the Regional Durable Solutions Secretariat.

Over the next three years, RefugePoint will:

- ▶ Continue to co-lead and host the RSRI — coordinating the exchange of learning, best practices and information to advance refugee self-reliance, including: facilitating quarterly learning calls; growing RSRI membership; and refining and further developing the collective RSRI learning agenda and associated learning activities.
- ▶ Increase the capacity of refugee-serving and refugee-led organizations (RLO) and key stakeholders to use the SRI and enhance their self-reliance programming—supporting 10+ organizations per year, including intensive support to at least three field partners (two RLOs).
- ▶ Formalize the Nairobi program as a Self-reliance Learning Hub—documenting and sharing RP's self-reliance programming approach and resources with partners through a set of training modules and the creation of an online self-reliance learning portal.
- ▶ Establish a regional community of practice for agencies working to advance refugee self-reliance in East Africa.



 **RESETTLEMENT AND OTHER PATHWAYS TO SAFETY - Goal 2**

Program Highlight: Resettlement

*RefugePoint's ultimate objective is to promote and expand **equitable, needs-based access** to resettlement and other pathways to safety for refugees living in all countries of asylum globally, particularly those countries where there has been little to no access in the past.*

Overview: RefugePoint plays a significant role in helping vulnerable refugees in Africa and the Middle East access resettlement through a partnership with the UN Refugee Agency (UNHCR) to place staff in key locations to assist with the identification, screening, and processing of refugees who may be eligible for resettlement or other pathways to safety. RefugePoint currently deploys 41 Experts in 50 field locations across 25 countries, who have expertise in resettlement, child protection, family reunification and other complementary pathways. Experts identify vulnerable refugees who need protection and solutions, conduct interviews, complete the casework for refugees to be referred for resettlement (including documenting their persecution claims), provide counseling or service referrals for refugees' immediate protection needs, and enhance the local systems and capacity for future referrals through the development of tools, systems, and procedures. Staff also engage in child protection assessments to determine the best course of action for children separated from adult guardians. Experts play a strategic role in identifying barriers that refugees face in the country of asylum to access pathways to safety, which in turn influences and informs policy changes and resource allocation by UNHCR and government agencies, ensuring evidence-based advocacy.



Over the next three years, RefugePoint will:

- ▶ Identify and help at least 30,000 refugees to access resettlement across 25 countries, and assist 2,000 refugees/year with child-protection-related casework.
- ▶ Increase the number of resettlement experts conducting casework to support the Biden Administration's commitment to accept up to 125,000 refugees/year to the U.S.
- ▶ Train at least 1,000 UN and NGO staff/year on resettlement and child protection.
- ▶ Publish an annual report analyzing global resettlement statistics and making a case for equitable access to resettlement.

In 2022, RefugePoint plans to hire a Director of Third Country Solutions—centralizing RefugePoint's resettlement and complementary pathways work under a single leader, resulting in improved strategic vision and greater operational efficiency.

RESETTLEMENT AND OTHER PATHWAYS TO SAFETY - Goal 2

Program Highlight: Family Reunification

RefugePoint's long-term objective is to mainstream proactive, standardized systems for identifying and referring refugees eligible for family reunification from all countries of asylum globally. This effort is additional to regular resettlement programs and capitalizes on other immigration visa categories.

Overview: In 2019, RefugePoint, in collaboration with UNHCR and the International Refugee Assistance Project, launched the Family Reunification Pilot Project to help reunite unaccompanied and separated refugee children in Africa with family members in Europe, North America, and elsewhere. Unaccompanied and separated minors attempting to get to Europe through central Mediterranean migration routes are often kidnapped by traffickers, held in detention centers, and exposed to severe exploitation and abuse. RefugePoint staff (currently in 6 locations in 4 countries: Libya, Egypt, Ethiopia and Sudan) identify eligible refugees, particularly children-at-risk, who could be reunited with family, and conduct the casework needed—ensuring the child is safe and protected. The need for family reunification stretches far beyond the scope of the pilot project and demands an acute and heightened focus on field-building and systems-change to expand access for the thousands of refugees in need.

Over the next three years, RefugePoint will:

- Assist more than 4,500 refugees to access family reunification.
- Help develop local, regional, and global systems and capacity for future referrals that extend beyond RefugePoint—training more than 400 UNHCR and partner staff on family reunification.

- Procure additional funding for private deployments to allow for more focus on strategic systems-change and field-building objectives.
- Identify strategic opportunities for expanding refugee family reunification to new countries of asylum, with the goal of reaching 8 countries by 2023.

Program Highlight: Economic Mobility

Overview: Launched in 2018, the Economic Mobility Pathways Project (EMPP) aims to connect refugees with specific skills to job opportunities that enable them to safely relocate to a third country. The project is a partnership with the Government of Canada and UNHCR, helping qualified refugees living in Kenya to immigrate to Canada through work-based visas. RefugePoint staff identify qualified refugees in Kenya, connect them with employers in Canada, and help them complete all necessary immigration processing steps.

Over the next three years, RefugePoint will:

- Identify and help up to 125 refugees to access economic immigration opportunities from Kenya to Canada.
- Explore new partnerships for expanding economic mobility globally.
- Share lessons learned to inform and improve global policy and practice, leading to more refugees accessing economic immigration opportunities in the future.

Why Philanthropy THE CASE FOR MULTI-YEAR PRIVATE FUNDING

Our goal is to raise ~\$24M over the next three years (2021-2023) to achieve our ambitious vision and strategy.

RefugePoint is at this pivotal moment today in part because of your generous donations and trust in our mission. We were built with private funding, which has allowed us to have a **unique role** in the global humanitarian sector. We've been able to:

- Co-found the Refugee Self-Reliance Initiative and catalyze a global movement
- Pilot economic mobility and family reunification projects to help more than 1,000 refugees and expand solutions to displacement
- Develop expertise in child protection
- Strategically focus on building the field and systemic change, in addition to direct casework, to propel the entire refugee response field forward
- Expand the number of child protection, resettlement, and family reunification experts deployed globally

While we have accomplished so much, historically, the biggest limiting factor to achieving our fullest vision and implementing our boldest innovations has been fluctuations or uncertainty in funding from year to year.

Our solution to future funding uncertainty is to request for multi-year pledges to support our work over the next three years. By making a multi-year pledge, you are choosing to invest in our WHOLE strategy, which will give us confidence to move forward with our three-year plan. This will allow RefugePoint to:

- Adapt and respond quickly to emerging refugee needs
- Plan for more than one year at a time, ultimately resulting in longer-term, more strategic impact
- Hire the program staff that we need to implement the strategy
- Free our leaders from spending extensive time on annual fundraising, allowing them to focus on mission impact and lasting change
- Become more financially sustainable



Investing IN OUR Vision

Thank you for considering a multi-year pledge to RefugePoint!

Did You Know?



There are many ways to fulfill a pledge each year beyond giving online or sending a check!

For example, you can:

- Donate stock or cryptocurrency directly to RefugePoint
- Donate up to \$100,000/year from your IRA (i.e., an IRA charitable rollover - for those 70 ½ and older)
- Give through a Donor-Advised Fund
- Wire funds from your bank account

To make a multi-year pledge or discuss the priorities outlined in this three-year strategy, please contact RefugePoint's Director of Development or Major Gifts Officer. We would love to set up a call to talk about how our work may align with your giving priorities!

Sarah Hidey
Director of Development
hidey@refugepoint.org
(443) 299-2538

Kiley Leduc
Major Gifts Officer
leduc@refugepoint.org

www.RefugePoint.org





Starting a business

has given me hope for the future.

We couldn't think about tomorrow;
now we know there is something we are doing
that we can expand in the future
so our children will have a better life
than we do now.



- A RefugePoint Client



REFUGEPOINT

RefugePoint
689 Massachusetts Avenue
Cambridge, MA 02139
www.refugepoint.org

Photos:
Nancy Farese on behalf of RefugePoint (p. 3, 8, 9, 12, 15, 16)
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