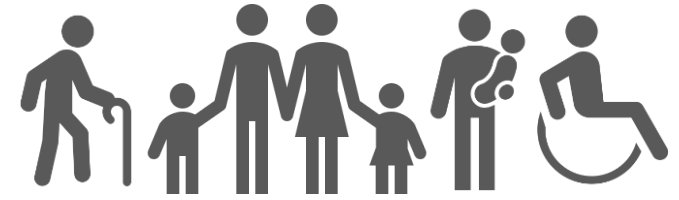


Whole-of-society Approach



- A change to be of benefits for refugees
- To respond to refugee crisis in a different way
- **A shift from a vertically-led response** (where the normative framework for refugee protection is translated into a response formally led by the hosting government, frequently with a strong UNHCR-lead in practice)
to a horizontally- coordinated response (where multiple actors respond to needs based on comparative advantages, rather than formal mandates)

Why whole-of-society approach?

- The scale and duration of displacement **continue to rise**,
- The quality of protection and the availability of solutions are **declining**
- The need for **change is inevitable**
- To consider **comparative advantage** of the responders instead of traditional mandate



Key features of whole-of-society approach

Move away from	To bring into
<ul style="list-style-type: none">• A top- down response modality• Institutionalized lines of legal and operational accountability	<ul style="list-style-type: none">• Multi-stakeholder response• Focus on the outcome, i.e. on the ability of a ‘new system’ to produce better results for• Be more inclusive including the refugees themselves, host communities, local authorities, local NGO-CSO and other important stakeholders