

**GLOBAL PROGRAMMES: ACTIVITIES AND PARTNERSHIPS:
STRATEGIC PRESENTATION SUMMARY
32ND STANDING COMMITTEE MEETING (8-11 March 2005)**

Division of Operational Support

Part A: Introduction

This Note focuses on Global Programmes activities being undertaken by UNHCR during 2005 to support governments in the provision of protection and assistance (**Strategic Goal 4**). The topics reviewed are among those described in pages 36-55 of the 2005 Global Appeal. Reference will also be made to the corresponding strategic goals, expected accomplishments and indicators of achievement as set out in the 2005 Annual Programme Budget (A/AC.96/992) and Global Appeal for 2005 (pp. 8-13).

In the implementation of Global Programmes, a key strategic consideration is the development of new partnerships and the nurturing of existing ones. This is not just in respect to resource considerations, but also because of the value added by these partners to such programmes, in light of their expertise in relevant areas. This is why the theme of **partnership** figures so prominently in strategies aimed at realizing UNHCR's 2005 Strategic Goals (see **Strategic Goal 7**, but also **4.3.2; 4.4.2; 6.2; 7.3; 7.4**).

Part B: Progress on Strategic Objectives and Implementation of the Agenda for Protection

Quality of programmes

- A key element in improving the quality of programmes is the better assessment of the protection and assistance needs of refugees and other persons of concern (**Strategic Goal 3**). In support of this goal, UNHCR is continuing to develop a range of tools: improved registration (**3.1**), more structured participatory planning of programmes based on sound analysis of needs, especially those of women and children (**3.2; 4.1; 4.3**); and, a more consistent use of standards and indicators (**3.3**). Whether in relation to women and children, the environment, health, HIV and AIDS, other technical sectors, or the involvement of development partners in bridging humanitarian aid and development, a concerted effort is being made to improve Global Programmes through a results-based management approach (**9.1**).

Standards and indicators

- Focused training in the fourth quarter of 2004 (involving 11 sessions worldwide covering 78 operations) has increased UNHCR's operational capacity to apply standards and indicators systematically. In 2005 UNHCR has mainstreamed the standards and indicator training modules into the Operations Management Learning Programme (OMLP) and the Programme Management Training (PMT). It is envisaged that four OMLP and five PMT workshops will be conducted in 2005. In addition, UNHCR has made the standards and indicators reporting obligatory, thus requiring all operations supporting refugees and internally displaced persons (IDPs), as well as selected reintegration operations, to collect, analyse and report on the needs of the assisted populations. (**Strategic Goal 3.3.1**)
- During the first half of 2005, the *Practical Guide to the Systematic use of Standards & Indicators in UNHCR Operations* will be updated. The update will focus on experiences gained in 2004 and the newly developed standards and indicators for urban and reintegration operations. The revision will also strengthen the chapters related to data collection and analysis. It is foreseen that the second edition will be published in September 2005 (**Strategic Goal 3.3.2**).

Women, children, community development and education

- In 2004, UNHCR focused on addressing the critical areas highlighted by the three evaluations on refugee women, refugee children and the role of community services. It benefited from the advice of the Steering Committee established to support UNHCR in its follow-up to the three evaluations. A major undertaking was the implementation of an **Age and Gender Mainstreaming Pilot Project** (“the Pilot Project”) in 16 countries. The testing of a participatory assessment tool for **situation analysis** involved refugee women and men of all ages in discussions on needs and resources; work plans and reports were produced under the guidance and leadership of the UNHCR Representatives in these countries; partnership work with external governmental and non-governmental partners focused on engaging all actors in the Pilot Project. Regional staff and multifunctional teams supported the strategy by promoting a team approach, organizing follow-up training on Action for the Rights of Children (ARC), gender, sexual and gender-based violence (SGBV) and undertaking participatory assessments with a gender and age perspective during missions.
- In the first quarter of 2005, UNHCR has undertaken an evaluation of the Pilot Project methodology together with the Women’s Commission for Refugee Women and Children, the Jesuit Refugee Service and a DFID consultant. The results of the evaluation will shape the expansion of the Project to an estimated 50 per cent of UNHCR’s operations in 2005. The tool for participatory assessment has been revised based on feedback from the field and will be finalized and printed this year. **(Strategic Goals 3 and 4, AfP 3,6).**
- To complement this process, Country Operations Plans and project submissions for the 2004 pilot countries will be monitored to see how the Pilot Project has had an impact on operations, especially education, refugee women and refugee children, and how a community development approach has been applied.
- The International Training and Research Centre (Intrac) was contracted to develop the **community development manual** and training materials further in 2004. Validation of the manual and materials will be undertaken in the first part of 2005 through a workshop, prior to publication and dissemination.
- In 2005, work with **refugee children**, in addition to ongoing coordination with other agencies on ARC as well as the NGO Sub-Group on Children in Armed Conflict, will focus on three major areas: the United Nations study on violence against children; participation and empowerment of adolescents; and youth training and employment with a durable solutions perspective. A good example of ongoing inter-agency coordination in 2005 has been the speedy preparation of the inter-agency guidelines on unaccompanied and separated children and psychosocial follow-up in the Tsunami emergency **(Strategic Goal 4, AfP 3,4).**
- To complement the age and gender mainstreaming strategy and to promote **refugee women’s empowerment**, UNHCR is working ensure the voices of refugee women are heard in the discussions on “Beijing Plus 10” and the Millennium Development Goals (MDGs). Together with international NGOs, UNHCR is promoting a project to raise awareness among refugee women and men of the provisions of the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), Security Council Resolution 1325, and the MDGs. Refugee women and girls will receive training in leadership and organizational skills to support their efforts to engage in meaningful participation, particularly in the areas of peace negotiations, return and reintegration, and land and property rights **(AfP 3)**. In June 2005, the Office will report further to the Standing Committee on the implementation of the High Commissioner’s Five Commitments to Refugee Women.

- In 2004, a review was made of actions taken by those country offices which have received training to **prevent and respond to SGBV**. In 2005, UNHCR will expand adherence to the guidelines through a manager's checklist on measures each office must establish to address SGBV. A second training of trainers is to be held to increase regional capacity and ensure that by December 2005, 20 countries will have received national-level training. An internal roster of national staff with expertise in preventing and responding to SGBV will be established to support operations. **(AfP 4)**
- In 2004, UNHCR and NGOs engaged in the education sector established a forum called the Innovative Strategic Partnerships in Refugee Education (INSPIRE) as a means of strengthening partnerships, confirming common objectives and priorities, and pooling resources to address the challenges for refugee education **(AfP 5.7)**. Two INSPIRE meetings were held: one in Accra on education for Liberian refugees and the other in Nairobi on education for Sudanese refugees. Emphasis has been placed on the establishment of local education committees, with refugee participation and gender balance, under the leadership of the national Ministry for Education. These committees will be encouraged to monitor access to and the quality of education, and to promote the provision of a safe environment, free from abuse and exploitation.
- In 2005, UNHCR will continue the dialogue with its main education partners on the challenges of providing quality education, teacher training, a community development approach and the risk of SGBV and sexual exploitation in educational institutions. UNHCR will prioritize basic education for all, and continue to place special emphasis on the pursuit of the millennium goal of gender parity in refugee settings **(Strategic Goal 4.5, AfP 5,6)**. Technical support will be provided to country operations requiring a systematic approach to basic education through a deployment scheme with the Norwegian Refugee Council (NRC). In reintegration operations and within the framework of the Office's Repatriation, Reintegration, Rehabilitation and Reconstruction (4Rs) concept and the MDGs, UNHCR will seek to ensure that the education needs of returnees are incorporated in the national recovery plans of governments and the programmes of development agencies.
- Support to tertiary education will continue through DAFI (Albert Einstein German Academic Refugee Initiative) and the role of partners, particularly the Refugee Education Trust, will be actively promoted in pursuing opportunities for secondary education and vocational training.
- The challenges facing refugee women and refugee children are linked to gender, SGBV, community participation, economic empowerment and access to education. UNHCR will identify operations facing serious challenges in these areas, based on a review of standards and indicators reports, annual protection and country reports, and the 2004 Five Commitments report. UNHCR will work in partnership with NGOs and United Nations agencies, in particular ILO, UNIFEM and WFP, to provide support in an **integrated manner** to address these challenges. The projects will be documented and evaluated in 2006, with a view to replication.

Registration and project profile

- Together with the Population and Geographic Data Section (PGDS), the Project Profile Team has completed the revision of the **first edition of UNHCR's new Registration Handbook**, incorporating feedback from use of the 2003 provisional edition by UNHCR Field Offices, as well as comments and recommendations from governments and other partners. The Handbook is currently the primary source of standards for registration practices, population data management and documentation **(Strategic Goal 3.1)**.
- **Field implementation**, including the provision of comprehensive training and new registration tools, was completed in 19 country operations, covering 54 individual sites, in 2004. Over 600 UNHCR staff members were trained on best practices for registration and on use of the new registration

database application. In addition to providing follow-up support to many of these operations, the implementation teams will visit an additional 30 operations in 2005.

- Project Profile and PGDS worked with offices in Malaysia, Ghana, the Democratic Republic of the Congo (DRC), the Republic of the Congo (ROC), Nigeria and Malawi to assist with planning for issuance of **individual identity documents**. Specialized card printing equipment provided by Profile is currently in use in all of these operations.

HIV/AIDS

- UNHCR is about to introduce its **2005-2007 HIV and AIDS Strategic Plan**. The draft Plan, which has been made available to the Standing Committee, contains ten objectives and is based on UNHCR's policies, lessons learned from the successful implementation of the 2002-2004 Strategic Plan and field missions, the Millennium Development Goal 6, and technical and normative guidance provided in the framework of UNAIDS (**Strategic Goal 4.4**).
- Since becoming a Cosponsor of UNAIDS in June 2004, the issues of conflict, displacement and refugees have figured more prominently in the Global HIV Prevention Strategy and the Global Initiative on HIV/AIDS Education. The UNAIDS Cosponsorship assures an enabling environment for the achievement of greater synergies and coordination of action benefiting a wide range of populations, including refugees.
- Advocacy to integrate refugees into HIV policies and programmes of host countries, including antiretroviral therapy, and to reduce discrimination and stigma, will be a priority in 2005.
- In all of UNHCR's initiatives in relation to HIV and AIDS, particular focus is given to women and girls. They are more susceptible to HIV due to inadequate knowledge, gender discrimination and violence, insufficient access to HIV prevention services, inability to negotiate safe sex, and lack of female-controlled HIV prevention methods. These factors may be more pronounced among refugee women and girls due to their precarious existence.

Environment

- Considerable progress has been made in successfully integrating environmental concerns into programmes since UNHCR's Environmental Guidelines were first issued. These are currently being reviewed (Global Objective 4.2). Integrated environmental projects will continue to be supported in various countries, aimed at reducing environmental damage to refugee-hosting areas.
- In the context of repatriation operations, the Office will intensify its efforts to work closely with relevant governments, United Nations and development agencies in the formulation of joint Plans of Action for rehabilitation activities in: Djibouti, Ethiopia, Kenya, Somalia, United Republic of Tanzania, Uganda and Zambia. Rehabilitation activities will focus on clean-up and site rehabilitation of closed camps and restoration of selected forests. In Sierra Leone, UNESCO and UNICEF will develop environmental education strategy for the reintegration programme.

Linkages between humanitarian assistance and longer-term development.

- Current efforts to make the Framework for Durable Solutions operational (**Strategic Goal 5**) are focusing mainly on providing **timely support, innovative advice and guidance to field operations and Bureaux** in the design, implementation and evaluation of self-reliance, reintegration and local integration programmes.
- Among the operations which have been or will be assisted in relation to the application of the "4Rs" are: Angola, DRC, Burundi, Somalia and Sudan. In the area of self-reliance and local integration, a

technical mission is planned for Azerbaijan, where UNHCR is supporting the Government in its efforts to find durable solutions for displaced persons. In the Americas, Ecuador will be supported in exploring the establishment of a Development Assistance for Refugees (DAR) programme in areas hosting Colombian refugees. The Office aims, in these various initiatives, to involve other United Nations agencies and partners in the provision of technical support along the lines of the inter-agency effort (Danish Refugee Council, UNDP and UNHCR) carried out in 2004 in the northern Caucasus (Russian Federation). The joint provision of technical support resulted in significant progress in the area of durable solutions in the northern Caucasus, with other agencies including ILO and FAO joining in this effort.

- Support to UNHCR operations implementing DAR programmes (e.g. Uganda) will continue in 2005. A review of achievements in Zambia is currently being planned jointly by UNHCR and UNOPS and is to take place before mid-2005.
- In 2004, nine ILO experts were deployed to operations in Angola, Benin, Eritrea, Mozambique, Serbia and Montenegro, Somalia, Sudan, Togo and Uganda, requiring expertise in livelihoods, self-reliance, employment and microfinance. Currently, there are ILO experts working within UNHCR offices in Burundi, Eritrea, Liberia and Somalia. The joint UNHCR-ILO deployments are expected to continue throughout 2005. ILO is also supporting UNHCR in the area of microfinance, including the activities being sponsored by UNHCR within the framework of the 2005 International Year of Microcredit.
- The Office continues to promote solutions-oriented assistance through the **development of policies, programme tools and guidelines, training and other capacity-building measures** related to the empowerment and self-reliance of refugees, local integration, and reintegration in the country of origin. The 2004 *Handbook on Repatriation and Reintegration Activities* will be complemented with two additional manuals in 2005. The first of these, *Handbook for Planning and Implementing Development Assistance for Refugees (DAR) Programmes*, was finalized in January 2005 and is currently being printed. The second publication, the *Handbook for Self-Reliance*, has also been finalized and will be distributed to the staff of UNHCR and partners, in the coming weeks.
- Another area of the Office's work in support of efforts to link humanitarian assistance and longer-term development concerns **the establishment and maintenance of partnerships with development agencies**. One such partnership of long standing has been with the Japan International Cooperation Agency (JICA). JICA and UNHCR are supporting the African Union's New Partnership for African Development (NEPAD), especially in the area of Humanitarian Response and Post-Conflict Recovery, through the deployment to Addis Ababa of two technical experts, one from each agency. Collaboration with JICA has resulted in community development projects in refugee-hosting areas in eastern Chad and in Zambia; support to reintegration operations in Sri Lanka, as well as in IDP-hosting areas in the Afghan southern province of Kandahar. In 2005, this collaboration will be extended to other countries, including Sudan and refugee-hosting areas in Ethiopia.
- UNHCR will continue its discussions with the Danish Refugee Council and other interested NGOs on the strengthening of UNHCR-NGO partnerships for durable solutions.

Partnerships and technical cooperation

- UNHCR's assistance activities embrace a wide range of **technical sectors** such as water, sanitation, shelter etc. To supplement in-house capacity, UNHCR has relied on a range of **standby agreements** with partners such as Swiss Humanitarian Aid and RedR-Australia and the Centres for Disease Control and Prevention (CDC). Through these arrangements, in 2004 UNHCR deployed more than 50 experts, equivalent to about 250 man-months, to emergency as well as stable situations.