

**Agenda Item 3 a (vi)**

**Introductory Remarks of Mr. Steven Corliss,  
Director of the Division of Programme Support & Management**

**Overview of Global Programmes and Partnerships  
56<sup>rd</sup> Meeting of the Standing Committee  
6 March 2013**

Thank you, Madame Chairperson.

Distinguished Delegates, Ladies and Gentlemen,

It is a pleasure to appear before this 56<sup>th</sup> meeting of the Standing Committee to introduce the Overview of UNHCR's Global Programmes and Partnerships, together with Dr. Paul Spiegel, the Deputy Director of the Division of Programme Support & Management (DPSM).

UNHCR's Global Programmes aim at improving the quality of life for refugees and other people of concern. As reflected in the document before you, the Global Programmes cover a wide spectrum of activities, including public health; HIV/AIDS; nutrition and food security; water, sanitation and hygiene (WASH); education; livelihoods; shelter and settlements; and environmental management, as well as and our efforts to link UNHCR's humanitarian interventions to longer term development and achieve durable solutions.

Given the scope of the Global Programmes, I will only be able to touch upon a few themes and highlight some of the progress achieved and challenges we have faced since my last report to the Standing Committee a year ago.

Let me first of all highlight the dimension of partnership, which is crucial to UNHCR's ability to deliver on every aspect of the Global Programmes.

UNHCR's close and effective partnership with the World Food Programme (WFP) was shown again at Tuesday's Side Event presenting the joint WFP-UNHCR evaluations on the impact of food assistance in protracted refugee situations. As the Assistant High Commissioner for Operations observed

yesterday, the reliable and predictable partnership that we enjoy with WFP is the model to which we aspire in our efforts to build and strengthen partnership with other agencies, such as UNICEF.

Within the broader interagency environment, over the past year, we have also reinforced our co-leadership of the global clusters for Camp Coordination and Camp Management (CCCM) – together with IOM – and Emergency Shelter – together with IFRC. During our recent Global Representatives Meeting, the High Commissioner called for redoubled efforts to build UNHCR's capacity for cluster coordination at the global and country levels, in support of the Transformative Agenda. Together with our partners, we have secured a significant ECHO grant to support these efforts within the CCCM cluster and are pursuing a similar initiative for the Emergency Shelter Cluster.

The High Commissioner's Structured Dialogue on the NGO-IFRC-UNHCR Partnership last year culminated in a December meeting that established key priorities for strengthening our work together within the framework of the *Principles of Partnership*. My role in the follow up process will be to engage our NGO partners and IFRC in efforts to take forward implementation of UNHCR's Urban Refugee Policy by identifying innovative approaches, new partnership ideas and promoting good practices through the Urban Refugee Steering Group here at Headquarters.

Before I leave the theme of partnership, the Joint IDP Profiling Service (JIPS) deserves special mention. JIPS uses a collaborative approach and objective methods and tools to bring together government, UN partners, NGOs, displaced communities and other stakeholders and develop a common view of who IDPs are, where they are and what are their needs, protection risks and desired solutions. JIPS is not an NGO. It is a unique partnership initiative of the Danish Refugee Council, the Norwegian Refugee, the Internal Displacement Monitoring Centre, OCHA, UNFPA, IOM and the UN Special Rapporteur on the Human Rights of IDPs, which is hosted by UNHCR. Donor support is needed now to sustain JIPS and allow it to expand to meet the demand for its services.

UNHCR's partnerships, of course, extend beyond our sister UN agencies and international and national NGOs to include government institutions, foundations, universities and the private sector.

Madam Chairperson, Ladies and Gentlemen,

I would now like to speak about our efforts to strengthen the technical quality and integrity of UNHCR's operations.

As highlighted in the regional updates to the Committee, UNHCR has been called upon to respond to new, continuing and expanding emergencies – in West, East and Central Africa and in the Middle East – on a scale that has tested our capacities in technical areas and those of our partners. During 2012, DPSM's team of technical specialists were deployed on emergency and technical support missions for 941 days. Over seventy specialist staff from partner agencies were mobilized to support UNHCR operations in the areas of health, nutrition, WASH and shelter alone.

These compelling emergencies have highlighted the need for us to further build UNHCR's capacity to deploy capable and experienced technical specialists, who also bring the leadership and coordination skills that are essential in today's interagency environment. We also have seen the importance and the impact of having technical specialists on the ground from the first days of an emergency – or better, playing a role in contingency planning – when key decisions on strategies, technical options, partnerships and coordination arrangements are made.

When we last met, UNHCR had just launched a new Information & Data Management Strategy. Within the space of a year, UNHCR managers in emergencies and in operations where we have cluster leadership responsibilities have come to view specialized Information Management Officers as essential part of the team and essential to strong interagency coordination and collaboration. We are working hard to expand our roster of trained staff through the new Training on Information Management in Emergencies – or TIME – workshop. UNHCR's emergency web portals, which were a new development last year, are now part of our standard response. An upgraded version that gives a higher profile to the work of our partners will be available to you soon.

We are now in the second year of implementation of UNHCR's Education Strategy for 2012 to 2016. Over the past year, UNHCR has trained more than 300 people within our team and from government and partner agencies on the Strategy with an aim to increase access to quality education at all levels. Newly-appointed Education Officers in eight priority countries will take forward implementation of the Strategy, which will also benefit from a partnership with the Office of Her Highness Sheikha Moza bint Nasser of Qatar.

Madam Chairperson,

I will next focus on UNHCR's advances in building a culture of Results-Based Management and our capacity for evidence-based planning.

Work continues on improvements aimed at making *Focus* – UNHCR's Results-Based Management software – more intuitive, functional and stable. The next generation of *Global Focus* – our business intelligence software – will be available to support the Annual Programme Review of the 2014–2015 biennium operations plans.

Quality data are the key to meaningful Results-Based Management. We need to do more to strengthen our capacity – and that of partners – to capture, manage and use operational data to plan, implement and evaluate our programmes, particularly at the field level. Let me demonstrate for you, visually, the important progress we are making in critical areas related to public health.

Projected on the screen above is *Twine* – the new version of UNHCR's Health Information System, which we have “re-branded” to reduce our profile increase acceptance and use by our partners. Clicking on “Explore” takes you to a map with links to the UNHCR website, reports and other documents that provide a wealth of operational data, information and analysis. Returning to “Tools” gives you an overview of the various reporting and analytical tools available through *Twine*. Let me introduce two of these tools – the WASH Report Card and the Balanced Scorecard.

The WASH Report Card monitors key water, sanitation and hygiene indicators at household and community level in refugee camps and presents them in a clear and understandable way that highlights potential problems. Here we see the Report Card for the Ali Addeh refugee camp in Djibouti, which provides a positive view of WASH conditions generally, but with a potential risk related to camp residents using drinking water from unprotected sources.

The Balanced Scorecard assesses the quality of care provided in primary health care facilities from five perspectives: the services provided, staffing and coverage, equipment and supplies, the quality of care and health worker and patient satisfaction. We are presenting the Balance Scorecard for Fententaa refugee camp in Brong-Ahafo, Ghana because it is a positive example. A rating of 61 out of 100 is actually a strong performance on this demanding evaluation.

What I would like to highlight is that *Twine* and tools presented today are “ground up” and fully integrated Monitoring & Evaluation systems, where the primary actors and users of the data are UNHCR field operations and our government and NGO partner agencies. They rely upon these systems to monitor programmes and make operational decisions. The secondary users are managers and technical specialists at the Headquarters level. I should add, however, that *Twine* and all the tools and data presented today are fully available to academic experts and other interested stakeholders, including you.

Madam Chairperson, Ladies and Gentlemen,

Through the Global Programmes and together with our partners, UNHCR is pursuing innovative and new operational approaches in several areas. I will now highlight a few.

UNHCR has gained many years of experience with cash-based assistance interventions in the context of voluntary repatriation and urban programmes, most recently in the Middle East. With the strong endorsement of the High Commissioner, we are now working intensively – and in close collaboration with WFP – to develop the policy framework, operational guidance, tools and capacities to expand the use of cash and cash alternatives. The aim is to afford refugees and others of concern the dignity of choice and protection benefits of cash-based assistance, while mitigating the risks and ensuring the proper evaluation of the impact our programmes are having.

Together with the NGO CartONG, UNHCR has developed the Standardized Enhanced Nutrition Survey – or SENS – to strengthen, harmonize and standardize data collection and analysis. We have coupled this new approach with the innovative use of mobile devices, which improves quality and consistency of the surveys and radically speeds up its consolidation and analysis of data.

DPSM’s Shelter & Settlements Section is pursuing new, cost-efficient and practical shelter solutions along several avenues, including a survey of commercially available products and an innovative research and development project with the Refugee Housing Unit in Sweden, which is supported by the IKEA Foundation. Fifty prototype Refugee Housing Units will be field tested in Dollo Ado, Ethiopia in the coming weeks. We also are currently collaborating with Stanford University on a new approach to settlement design – called the “master plan” concept – that links refugee camps to surrounding communities, taking into account socio-economic dynamics, environmental

considerations and local resources.

Finally, we are engaged with the ProAct Network in a comprehensive domestic energy assessment in six African countries – Burkina Faso, Chad, Ethiopia, Kenya, Rwanda and Sudan. The assessment aims at providing the evidence base and analysis for rethinking UNHCR’s strategy on domestic energy and developing operational guidance in this area, which has profound implications for protection and across sectors ranging from health to nutrition to education and the environment.

Madam Chairperson, Ladies and Gentleman,

At the end of my presentation, I am turning to our efforts to help refugees and other people of concern achieve durable solutions – not because it is the least of our concerns but because it is our greatest challenge. We have a new, dynamic and creative team in DPSM’s Operational Solutions & Transitions Section that has engaged strongly in support of the Transitional Solutions Initiative (TSI) programmes in Eastern Sudan and Colombia. During my own mission to Colombia in January, I came away very encouraged by the work UNHCR and UNDP have initiated, the Government’s interest in the TSI model and, in particular, by the level of mobilization I witnessed at the community level.

The Secretary-General’s Policy Committee Decision on Durable Solutions holds the potential to change fundamentally the way the broader UN system engages with solutions for IDPs and returning refugees. Together with UNDP, we are providing technical support to the Resident Coordinators / Humanitarian Coordinators and the UN Country Teams in the three pilot countries – Afghanistan, Kyrgyzstan and Côte d’Ivoire – while ensuring that ownership of the process remains at the country level. It remains too early to tell, however, whether the Secretary General’s Policy Committee Decision will have the impact we hope and expect.

Let me conclude here. I look forward now to receiving the Committee’s views and advice and, together with Dr. Spiegel, answering any questions that you may have.

Thank you, Madam Chairperson.