



# **HUB OPERATION PLAN (HOP)**

## **OVERVIEW**

### **Regional Support Hub for West & Central Africa**

**Planning Year: 2006**

# **REGIONAL SUPPORT HUB FOR WEST & CENTRAL AFRICA**

## **HOP 2006**

### **PART I - OVERVIEW OF OPERATIONS IN REGION**

#### **1.1 Introduction**

2005 is the first year that the newly established Regional Support Hub (RSH) is responsible for the presentation of a Hub Operations Plan (HOP) consistent with the planning cycle for 2006 Country Operations Plans. By definition, the RSH is not a country but rather provides out-posted Headquarters functions for the benefit of Country Operations in West and Central Africa through a variety of thematic and technical “regional global posts”. Nevertheless, planning and coordination of the RSH operations is vital and so the RSH presents this HOP in a format that reflects its unique position in the region while attempting to fulfill the spirit of the instructions for the Country Operations Plans. As such, the format for this HOP is slightly different. Part I provides a regional overview of RSH Operations much like a COP would do for a specific country. Although the RSH does not have implementing partners per se, several RSH units make critical use of “partnerships” which are, therefore highlighted in Part II. Similarly, while individual RSH units do not have “projects” as envisioned by the COP (with the exception of the Regional Resettlement Hub (RSH) which manages the WAF/500), each individual Unit has set forth critical objectives and expected outcomes in Part III. As with a traditional COP, Part IV of the HOP addresses management issues. Required Annexes and Appendices are attached.

#### **1.2 Operational Environment**

The RSH provides technical services in at least 21 countries in West and Central Africa including, *inter alia*: Senegal, the Gambia, Guinea-Bissau, Guinea, Mali, Sierra Leone, Liberia, la Cote d’Ivoire, Burkina Faso, Ghana, Togo, Benin, Niger, Nigeria, Chad, Central African Republic, Cameroon, Gabon, Equatorial Guinea and Sao Tome/Principe. It should be noted, however, that in some cases individual regional global posts have a geographic responsibility that is either broader or slightly narrower. Nevertheless, the RSH operates primarily in the region of West and Central Africa providing support and coordination to the field as out posted functions of their respective parent units at headquarters.

The RSH was created pursuant to IOM/091-FOM/091/2003 dated 30 December 2003. Initially hosted by the Representation in Ghana, the RSH moved to its own location and became fully functional as of October 2004. It currently hosts 14 international staff whose posts have been declared “regional global posts” deemed to have out-posted headquarters functions.

The RSH works with the two desks in the Africa Bureau covering the above-mentioned countries. Reorganization of Regional Global Posts and formation of two Hubs in Nairobi and Accra was the result of a detailed review led by the Organization and Development Management Section, followed by approval of a series of measures by the ORB to formalize

the management structure of the Hubs, reporting lines between the regional global posts and their respective functional units at Headquarters, and finally establishment of a separate ABOD for each Hub. The Hub in effect is a hybrid organizational unit in the field, accommodating a critical mass of international professional regional global posts under the Africa Bureau's management serving a given number of country operations in the region. The Manager of the Hub reports to the Bureau and is responsible for aligning the work of the regional global posts in the field with operational need and priorities of the region. While regional global officers receive substantial technical guidance from their relevant functional units at Headquarters, the Hub Manager ensures that operational priorities are reflected in their work plans and activities.

The region is host to several large and protracted refugee populations from Liberia, Sudan, Chad, Mauritania, Sierra Leone, Congo DRC and Brazzaville, the Central African Republic and others. Many of the conflicts which have generated these refugees are typified by high levels of brutality including gross and systematic abuses of human rights. In addition, new conflicts seem to emerge as quickly as old conflicts are calmed. Looking ahead to 2006, we can already envision possible additional refugee flows from la Cote d'Ivoire, Sudan, Guinea and Togo. In such an ever changing operational environment, the need for a regional structure with the expertise of multiple disciplines to address the varied needs of refugees cannot be gainsaid. The RSH looks forward to having the resources, capacity and confidence of colleagues and partners to provide support and coordination between and among the field and Headquarters.

### **1.3 Operational Goals and potential for durable solutions**

In addition to the individual objectives/themes of the respective Units set forth in Part III, the RSH has identified seven objectives that are common for all Hub activities in the region.

- The primary purpose of the Hub remains to service, support and give technical guidance to UNHCR operations in West and Central Africa, incorporating current policy priorities. Coordination is also a major function of the Hub, in particular as far as resettlement is concerned.
- The Hub's team will monitor compliance of processes and systems, with special attention to cross-cutting indicators in the respective country programmes.
- Age and gender mainstreaming will be ensured in all the areas of technical expertise provided by the regional HUB.
- Initiatives taken by the global regional officers shall be with the view to finding durable solutions in the region. The activities of the Hub's multi-disciplinary team will focus on reintegration and local settlement which was neglected so far at the Hub's technical assistance level.
- A stronger networking with regional initiatives/entities, e.g. AU, ECOWAS, USAID West Africa Regional Programme, UN/AIDS, OCHA, etc., will lead to a better outreach of the Hub's initiatives and activities.
- Enhanced external relations initiatives will make the Hub better known among the public at large and the donors.
- Regional Global Officers will, through technical assistance and capacity building, contribute to the Emergency Response capacity in the region.

The technical objectives of the Accra Hub are the sum total of the individual objectives of regional global posts. These objectives support the implementation of the nine global objectives of the organization elaborated in the Global Appeal for 2005, as well as the regional priorities and objectives of the Bureau. More concretely, the various functions in the

Hub support achievement of the global objectives in three broad categories, namely, protection, operational support and advocacy. The interface between these and the regional functions in the Hub are indicated below:

- **Protection** – Resettlement, Registration, Refugee Women/Children, Health Coordinator and the HIV/AIDS functions support country offices in quality control and finalization of case submissions to resettlement countries; planning and implementation of registration exercises resulting in issuance of identification and ration cards; and implementation of the policies on protection of women and children with special regard to prevention from sexual abuse and exploitation. These functions, as well as repatriation, further support the search for and implementation of voluntary repatriation and local integration plans. Used strategically and in combination, these functions help to support and enhance the overall protection environment in the region.
- **Operational Support** – Supply Management, Information Systems, Telecoms, Field Safety, Finance and Staff Welfare support different aspects of field operations. Combined missions by the Field Safety Advisor and Staff Welfare Officer to isolated duty stations allow for giving advice and guidance on improvement of staff safety and ways of dealing with stress. Supply Management supports the field with procurement and delivery of equipment and materials and management of the regional stockpile. Telecoms and Information Systems work together to ensure remote offices with no infrastructure are connected to the outside world and are able to use office software for their work. Finally, Geo-data assists offices to use a critical mass of data for planning, monitoring and evaluation of protection, assistance and durable solution activities.
- **Advocacy and Training** – The regional Public Information function (currently based in Abidjan) plays a key role in dissemination of information about different refugee situations to a wide range of stakeholders in the region, and links up with the media representatives based in the region. Additional, all of the functions have a strong education/training component related not only to staff but also to IPs, government partners, NGOs and the refugee community. The linkages between full and transparent information and a suitable protection environment cannot be gainsaid.