

Through the Key Initiatives series, UNHCR's Division of Programme Support and Management (DPSM) shares regular updates on interesting projects that produce key tools, practical guidance and new approaches aimed at moving UNHCR's operations forward.

The Division of Programme Support and Management (DPSM)

Kenya / A UNHCR community worker places a UNHCR band for the newly arrived refugees on Hawo's wrist while her three-year-old son Aden looks on at the Ifo reception centre in Dadaab. This is the first step of the registration process for the newly arrived. The wrist band will tell aid workers the status of refugees as they begin the two-day long process of registering. / UNHCR / S. Modola / October 2011

Working to Strengthen UNHCR Operations

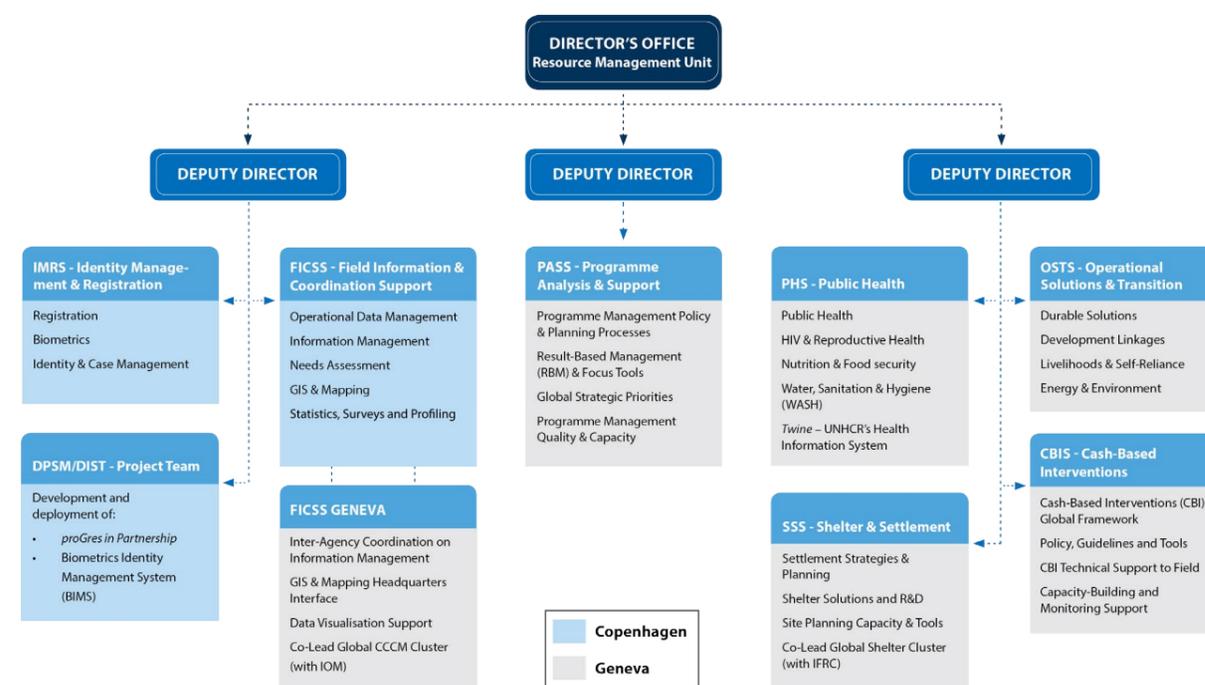
DPSM works to provide the knowledge, guidance and tools necessary to design and deliver UNHCR programmes that demonstrate quality, technical integrity and innovation.

The Division leads efforts to strengthen Results-Based Management (RBM) within UNHCR and to ensure that planning, implementation and key management decisions are based on evidence and sound analysis. DPSM sets strategies, policies and standards, and develops practical guidance and tools across a wide range of technical areas, from public health to food security and nutrition, water, sanitation and hygiene, shelter and settlements, durable solutions, livelihoods and self-reliance, domestic energy, environmental management, registration, information management and statistics.

DPSM directly supports field operations through the deployment of experts and through global technical specialist networks, placing the highest priority on responding rapidly and effectively in emergencies. Protection guides all dimensions of DPSM's work, and every aspect of the Division's work depends upon collaboration and strong partnerships with governments, sister UN agencies and other international organisations, NGOs, foundations and the private sector.

DPSM Structure

The Division manages its diverse and challenging agenda through a structure consisting of three pillars responsible, respectively, for programme and operational data management, analysis and technical support.



DPSM in Emergencies

Major emergencies with an important refugee dimension have erupted in a continuing series since 2011. While humanitarian needs created by these emergencies have outpaced the growth in resources available to meet them, DPSM strives to maintain high levels of readiness in order to provide rapid, efficient and effective technical support, including through:

- Emergency missions and technical expert deployments
- Technical advice and support for strategic, contingency and operational planning
- Development of strong, global technical specialist networks
- Training and capacity-building for UNHCR and partner staff
- Cluster leadership, coordination and information management support
- Support in identifying and recruiting skilled technical experts

DPSM IN THE FIELD

DPSM's work has value when refugees and other persons of concern see their lives change of the better and when colleagues in the field see the Division as a source of support, expertise and innovation. DPSM places the highest priority on providing direct support to field operations particularly in emergencies. During 2015, DPSM staff and affiliated workforce were deployed on emergency, technical support and capacity-building missions in over 60 operations, including Yemen, the Islamic Republic of Iran, Tanzania, Burundi, Djibouti, Nepal and Special Mediterranean Initiative (SMI) operations.



Mauritania / Malian refugee receiving an immunisation shot against measles. / UNHCR / B. Malum / February 2013



Sweden / TIME workshop participants in Revinge. / UNHCR / J. Jørgensen / September 2013

DEVELOPING CAPACITY

During 2015 the Training for Information Management in Emergencies (TIME) was held twice, providing a pool of trained information management (IM) specialists who are deployable to emergency operations worldwide. FICCS also increased the regional GIS and Information Management capacity by training field staff in Dakar, Nairobi and Amman, and enhanced the skills of further 65 staff members through Operational Data Management Learning Programme (ODMLP).

CHANGING OPERATIONAL APPROACHES

DPSM is coordinating efforts to expand the use of cash-based interventions in UNHCR operations, working closely with WFP and other strategic partners. The increasing urbanization of displacement and new technologies have opened up possibilities for the delivery of cash-based assistance, which is having a transformative impact on humanitarian assistance. The agency is developing up-to-date systems, tools and capacities to ensure that cash-based interventions enhance protection and achieve impact, while ensuring integrity and visibility for donor contributions.



Burundi / Food voucher system in Gasorwe camp which allows refugees to choose their own food items while contributing to the local economy. / UNHCR / I. Wittorski / June 2013

MANAGING FOR RESULTS

UNHCR is building a culture of Results-Based Management (RBM) where strategic and operational decisions at all levels are data-driven and evidence-based. DPSM plays a key role in developing and maintaining the comprehensive UNHCR Results Framework; *Focus* and *Global Focus*, UNHCR's RBM and business intelligence tools; *Twine*, UNHCR's Health Information System; *proGres*, UNHCR's registration tool; and other related systems and tools for operational and population data management. RBM depends entirely on data quality, which DPSM seeks to enhance through guidance, training and capacity building, including the Operational Data Management Learning Programme, together with UNHCR's Global Learning Centre.

What comes next?

DPSM's efforts focus on the implementation of four global strategies.

- The **UNHCR Global Strategy for Public Health 2014-2018** encompasses public health, HIV and reproductive health, food security and nutrition, and water, sanitation and hygiene (WASH). The Strategy aims to decrease morbidity and mortality and improve the health of refugees, with a focus on increasing access to quality services, primary health care and integrating refugees into national service structures.
- The **UNHCR Global Strategy for Livelihoods 2014-2018** takes forward the vision of ensuring that refugees and other persons of concern are able to earn a safe and sustainable living that allows them to meet basic needs, live with dignity and achieve the full enjoyment of their human rights. The Strategy promotes the right to work, the protection of productive assets and innovative programmes that facilitate the transition to self-reliance.
- The **UNHCR Global Strategy for Settlement and Shelter 2014-2018** promotes settlements that reduce protection risks and link refugees to surrounding communities, taking into account socio-economic dynamics, environmental considerations and local resources. The Strategy also seeks to increase the access of refugees and other displaced to effective and innovative shelter solutions that provide privacy, a sense of home and protection from the elements.
- The **UNHCR Global Strategy for Safe Access to Fuel and Energy (SAFE) 2014-2018** moves UNHCR toward a future in which all refugees are able to satisfy their energy needs for cooking and lighting in a safe and sustainable manner, without fear or risk to their health, well-being and personal security. The Strategy focuses on integrating energy requirements into all aspects of programming and promotes innovative fuel-efficient and renewable energy technologies.

DPSM supports the implementation of the [Policy on Alternatives to Camps](#) and the [UNHCR Policy on Refugee Protection and Solutions in Urban Areas](#). DPSM launched the [Alternatives to Camps – Making It Work: Good Practice and Guidance Series](#) and [UNHCR Diagnostic Tool for Alternatives to Camps](#) to assist field operations in pursuing alternatives to camps.

Effective implementation of the **UNHCR Information & Data Management Strategy 2012-2014** has significantly strengthened UNHCR's IM capacity. UNHCR is now recognized as a leader in the field and a reliable partner for humanitarian IM services. The **Information Management Sustainability Plan 2015-2016** allows UNHCR to consolidate these achievements, which include enhanced web portals, updated IM toolkit, training workshops and field mission support.

DPSM Structure

Please contact any one of our sections for more information on the support available through DPSM and the new initiatives described in the DPSM Key Initiatives series updates.

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