

**STRATEGIC PRESENTATION SUMMARY ON
GLOBAL PROGRAMMES AND PARTNERSHIPS
TO 38th STANDING COMMITTEE MEETING (6-9 March 2007)**

Part A: Introduction

This note provides an overview of UNHCR's strategies for its global programme activities and partnerships during 2007. It reports on the expected impact of important developments in UNHCR's working environment, including recent political changes in some regions and the effects of new measures being introduced as a result of the United Nations Reform processes. Following internal restructuring, since the beginning of 2006, some of the activities described have been undertaken by the Division of Operational Services (DOS), and others by the Department of International Protection Services (DIPS).

Part B: Progress on UNHCR's Global Strategic Objectives (GSOs) for 2007 and implementation of the Agenda for Protection (AfP)

Results-Based Management and Standards and Indicators (GSO 6.5)

Software development in support of the Results-Based Management (RBM) framework "Focus" is nearing completion, and two pilot operations in the United Republic of Tanzania and Belgium will be tested in 2007. Pending full implementation of RBM over the coming years, other operations will plan for UNHCR's first biennial programme cycle in 2008-2009 on the basis of adjusted planning parameters that pave the way for a more results-based presentation of country and regional operations plans (GSO 6.5). Standards and Indicators (S&I) were further developed in 2006 in the 2nd edition of the *Practical Guide to the Systematic Use of Standards & Indicators in UNHCR Operations*, and a specific set of *Standards & Indicators for internally displaced persons (IDPs)* will be introduced in 2007 after consultations with the Inter-Agency Standing Committee (IASC) cluster leads.

In 2007, DOS will continue to provide guidance and training involving cluster partners, on integrating S&I into all stages of operational cycles. A global review of the current set of S&I for persons of concern is planned for the third quarter of 2007, to enable UNHCR and its partners to share field experience, challenges and lessons learned on working with standards and indicators in their respective operations.

S&I training modules are being mainstreamed into UNHCR's regular training modules on programme and operations management. A new Operational Data Management (ODM) Learning Programme, which was introduced in 2006 to reinforce data management skills in the programme and technical job profiles in UNHCR field teams, will be implemented in the course of 2007.

Refugee registration and IDP profiling (GSO 1.5)

Following the adoption of Executive Committee Conclusion No. 91 in 2001, UNHCR has invested considerable efforts in improving registration, documentation, and population data management in its operations by introducing new processes, standards and tools. Since the registration database application *proGres* was launched in July 2004 to support the implementation of newly defined registration standards, Project Profile has been rolled out to 51 UNHCR country operations. Project Profile ceased to exist as a separate project at the end of 2006, and in 2007 has been mainstreamed into the Field Information and Coordination Support Section (FICSS) of DOS and the Business Solutions Service (BSS) of the Division of Information Systems and Telecommunications (DIST).

In March 2005, biometric fingerprinting was added to *proGres* and subsequently utilized in four country operations to help prevent and detect multiple registration by the same individual. By the end of 2007, biometrics will have been rolled out to additional UNHCR country operations.

DOS will give priority to registration exercises related to the Iraq Operation, and Southern Sudan and some operations in Asia will continue to benefit from registration and data management support. To reinforce capacity in the Field, an additional Regional Registration Officer post has been created this year in the Kuala Lumpur protection hub to complement the existing regional registration support structures based in Accra, Cairo, Nairobi and Pretoria. Additional Operational Data Managers' posts have also been created to support selected country operations in Uganda, Kenya and the United Republic of Tanzania.

Together with other agencies and non-governmental organizations (NGOs), UNHCR will continue to work on developing tools and standards, particularly for the profiling of IDPs.

Health, nutrition and HIV (GSO 1.2)

UNHCR recognizes the need to achieve better synergies in health, nutrition and HIV and AIDS activities in order to improve the health and well-being of refugees and others of concern. While some key aspects are updated here, a fuller report on the challenges and progress made will be provided for the 39th meeting of the Standing Committee in June.

As health and nutrition targets were difficult to achieve in some operations in 2006 due to the pressure on overall budgets, the High Commissioner has set aside a special allocation of some US\$ 15 Million to safeguard targets in the priority areas of health, nutrition and the prevention of Sexual and Gender-Based Violence (SGBV) in 2007. This allocation has been identified as a result of savings made last year on staffing and administrative costs, and will be considered as an addition to the 2007 programmes. The initiative will be mainstreamed in 2008 through the Country Operations Plan, at the level of US\$ 20 million, and progressively extended to other countries after a careful analysis of the results.

Health

UNHCR's protection responsibilities include promoting the rights of refugees and other persons of concern to the Office to the highest attainable standards of physical and mental health. Priorities for 2007-2009 include the prevention, detection and management of epidemic risks, such as avian flu and human influenza, and malaria. They also aim at improving survival and primary health, particularly for women and children. To fulfil these objectives, efforts will be made to build the capacity of staff and partners; enhance the quality and analysis of health-related information; improve the mobilization of resources; and build more effective partnerships. UNHCR will continue to share its expertise in emergency situations within the Health Cluster lead by the World Health Organization (WHO), and in the Inter-Agency Working Group on Reproductive Health in Crisis.

Nutrition

UNHCR continues to work in close collaboration with the World Food Programme (WFP) and other relevant partners on improving the nutritional situation of people of concern to UNHCR, notably women and children. In implementing the current nutrition strategy, the 2008-2009 Country Operations Plans will budget for nutritional assessments, provision of micronutrients, training and the improvement of infant and young child feeding. UNHCR continues to be an active member of the United Nations Standing Committee on Nutrition (SCN) and the Inter-Agency Standing Committee (IASC) nutrition cluster led by the United Nations Children's Fund (UNICEF). In 2006, the High Commissioner accepted an invitation from WFP and UNICEF to chair the Partners' Group of the "Ending the Child Hunger and Under-Nutrition Initiative (ECHUI)" which is the forum responsible for providing strategic guidance and increasing the Initiative's Global Partners, particularly from among NGOs, the private sector, and regional organizations.

HIV and AIDS

UNHCR is the lead organization for dealing with HIV issues among displaced populations (refugees and IDPs) according to the UNAIDS Division of Labour. The first Inter-Agency HIV and IDP assessment mission went to Nepal in December 2006 and two more are planned for the Democratic Republic of the Congo (DRC) and Cote d'Ivoire in early 2007. In April, UNHCR is organizing a global technical reference group meeting for HIV and IDPs to take stock of recent developments and plan for the future.

UNHCR released an anti-retroviral medication policy for refugees in January 2007, which highlights the need for equity and access to prevention of HIV through mother-to-child transmission programmes, post-exposure prophylaxis after rape, and therapeutic provision of antiretroviral therapy (ART).

Environment

In 2007 UNHCR will continue to ensure that any environmental impact of refugee movements and related support operations is mitigated or kept to a minimum. The Office considers its environmental activities to be protection-driven, as this contributes to safeguarding the institution of asylum in host countries where the presence of refugees has affected the environment.

In 2007, UNHCR will continue to support camp clean-up and site rehabilitation activities through targeted actions in partnership with host governments and other actors. A number of awareness-raising, rehabilitation and energy-conservation activities and training events in refugee-hosting countries are planned in 2007 to increase the visibility of environmental programmes.

UNHCR will enhance its work with UN agencies and other partners to implement environmental activities for IDPs, in particular within the Camp Coordination and Camp Management, Emergency and Early Recovery clusters, and through advocating for the insertion of refugee-affected areas in UNDAF long-term plans. In a spirit of inter-agency cooperation, UNHCR is active in the "Plant the Planet", a Global Billion Tree Campaign launched by the United Nations Environment Programme (UNEP) in 2006. Together with partners and national governments, UNHCR has committed resources to plant and care for nine million trees worldwide during 2007.

Age, gender and diversity mainstreaming and working with beneficiary communities (GSOs 1.3, 1.1, 6)

During 2006, UNHCR continued expanding the age, gender and diversity mainstreaming (AGDM) strategy with the introduction of the participatory assessment tool and analysis of the findings in a further 41 countries, bringing the overall total to 97 countries. 2007 will see further expansion to all countries with operational activities. In 2007, a broad consultation process is under way with all stakeholders, UNHCR staff, States, sister UN organizations and NGO partners, to develop a strategic plan to consolidate the process and ensure sustained leadership at Headquarters and the Field for the overall goals of the strategy. UNHCR will be sharing the finalized plan by mid-2007. (GSO 1.3.1)

In follow up to the evaluation on the role of Community Services and UNHCR's 2003 action plan, three regional training workshops were held to strengthen the skills of community services staff. In 2007, a facilitator's manual will be developed to support the dissemination and implementation of the Manual on a Community Based Approach to Operations. The focus will continue to be on enhancing the capacity of staff, through training at the regional and country level and ensuring the application of strict selection criteria for appointments. (GSO 6.2.1)

Participatory assessments in 2005 and 2006 highlighted the lack of attention to older persons and persons with disabilities. UNHCR will be presenting a report to the June Standing Committee with a view to raising visibility of the problems encountered at the field level and the need to strengthen their protection. (GSO 1)

Executive Committee Conclusion No. 105 on Women and Girls at Risk (2006) has now been incorporated into the Handbook on the Protection of Women and Girls which will be disseminated to the Field in 2007. Implementation of the Conclusion is under way through work in resettlement and a field pilot project to be undertaken this March. The pilot project is a joint NGO and UNHCR endeavour to further develop the Women at Risk Assessment tool so that the methodology can be used to work with all the population in protracted situations. Based on the results of this pilot, the tools will be refined for further field use to improve UNHCR's capacity to identify and find solutions for those persons most at risk.

Women's empowerment and meaningful participation will continue to be supported in 2007 through the availability of leadership training modules for use by partners and staff. The modules provide a guide for staff to train women and girls in leadership skills and the use of relevant instruments such as Security Council Resolution 1325 and the Convention on the Elimination of All Forms of Discrimination Against Women (GSO 1.3.2).

In 2007, UNHCR will continue to monitor progress on the instructions issued previously to all country offices to establish standard operating procedures to address and respond to SGBV. In addition, the Office is undertaking an independent global evaluation of the work carried out to prevent and respond to SGBV in order to document lessons learned to date and reorient its work accordingly (GSO 1.1.2).

To strengthen child protection, in 2006, UNHCR focused on the implementation of the Best Interests Determination Guidelines, providing close technical support and guidance to five countries. The results will enable the finalization of the Guidelines in 2007, combined with the support of child protection deployments in coordination with Save the Children Norway and Sweden (GSO 3.2.2). Building on the inter-agency consultations on Child Protection in Emergencies, UNHCR will work to develop a common understanding of the essence of child protection system and provision of guidance in the Field (GSO 1).

Education (GSO 1.4)

In 2007 UNHCR will continue to strengthen the capacity of staff and partners through technical missions to the Field, training and workshops and will intensify deployments through the stand-by agreement with the Norwegian Refugee Council (NRC). A Programme and Assessment Tool is being prepared to guide planning for education programmes.

Building on the Standards and Indicators Report on Education compiled in 2006, 10 priority countries have been identified for follow-up and technical support. The main emphasis will be put on increasing access to education for girls and boys, and UNHCR's Education Strategy for 2007–2009 and Guidelines for Safe School Environment will be disseminated widely. A newly drafted Refugee Teachers Training Manual will be reviewed at an inter-agency technical consultation to identify strategies for collaborative inter-agency use.

UNHCR is active in the Inter-agency Network for Education in Emergencies, Chronic Crisis and Reconstruction (INEE) and in the Education Cluster led by UNICEF and co-chaired by Save the Children. UNHCR has committed resources to disseminate the Minimum Standards for Education to staff and governments to enhance a comprehensive and united approach to education programmes. Memoranda of Understanding with the International Rescue Committee (IRC) and Save the Children will be finalized and operationalized in pilot countries.

In collaboration with corporate partners, the Nine Million.Org Campaign is expected to gather ground. The Education Unit is responsible for the programming part of this campaign, reaching out to operations and identifying priority countries for implementation,

Some 1,000 refugee students will continue to receive university scholarships through the Albert Einstein German Academic Refugee Initiative (DAFI) programme in approximately 40 countries, mainly in Africa. An impact evaluation study will be undertaken at the occasion of the 15-year anniversary of the DAFI programme.

Strategic partnerships for durable solutions, including strategies to resolve protracted situations (GSO 3)

During 2007, the Office will increase its support to the United Nations Development Programme (UNDP), the leader of the Early Recovery Cluster. More specifically, UNHCR, in close coordination with relevant agencies, including the Food and Agriculture Organization (FAO), the International Labour Organization (ILO), the International Organization for Migration (IOM) and UN-Habitat, will help to provide guidance on reintegration of displaced populations to UN Country Teams and the United Nations system at large. Special attention will be paid to include IDPs and returning refugees into existing Demobilization, Disarmament and Rehabilitation (DDR) programmes (GSO 3.1; GSO 4.3; AfP 5.3).

Similarly, UNHCR will be supporting ILO and UNDP in implementing the Secretary-General's Policy Committee decision on the economic and social elements of peacebuilding, including employment generation and reintegration. UNHCR is specifically tasked with strengthening its capacity for early planning and management of initial reintegration activities, within the framework of the Early Recovery Cluster. (GSO 3.1; AfP 5.3)

Besides its cooperation with UNDP in the context of the Cluster Approach and in specific countries around the world (especially in Africa), UNHCR has established a partnership with UNDP's Support to Territorial and Thematic Networks for Human Development (ART) –Initiative, which enhances the role of local and regional communities in development. So far, Colombia, Ecuador and Serbia have been identified as potential UNHCR programmes which could be linked to UNDP's ART programmes in those three countries. (AfP 3.4).

Given the close link between protection risks and the lack of livelihood opportunities for refugees and other persons of concern, UNHCR will strengthen its partnership with FAO and ILO, including within the early recovery cluster. On a bilateral basis, ILO and UNHCR intend to build on their well-established technical cooperation partnership and concentrate on protracted refugee situations (e.g. in Thailand) and post-conflict settings (e.g. Liberia). In the case of FAO, high level discussions on refugee food security and rural livelihoods conducted at the end of 2006 will be pursued and will eventually include WFP, a key partner in the search for self-reliance of rural-based refugees and IDPs (AfP 5.7).

The collaboration between UNHCR and the Japan International Cooperation Agency (JICA) is a good example of partnership with bilateral development agencies. Established in 2000, the partnership has produced tangible results in post-conflict situations as well as in refugee settings. Cooperation with JICA and the German Technical Cooperation Agency (GTZ) in Southern Sudan will be further strengthened. A similar partnership with Spain's International Cooperation Agency (AECI) is currently under discussion (AfP 3.1; AfP 5.3).

In order to strengthen partnerships with NGOs, UNHCR has finalized a cooperation agreement with the Danish Refugee Council (DRC) which includes cooperation in the areas of durable solutions, self-reliance and early recovery. The partnership agreement aims to further refine the agencies' tools and guidelines, and to develop and test new types of collaboration between the United Nations and NGOs in support of bridging the gap between relief and development. DRC and UNHCR intend to develop prototype programmes in at least two locations where the return and reintegration of displaced persons is either ongoing or very likely to take place in the near future. One of these would focus almost exclusively on IDPs whereas the other would support the repatriation of refugees from asylum countries. This approach will be expanded to include larger transition and development-oriented NGOs such as OXFAM and CARE International (GSO 4; AfP 3.3; AfP 5.3).

Internally, the opportunities offered through the partnerships will be disseminated to field operations. Guidance shared will serve as support for operations which plan major shifts in their durable solutions strategy in dealing with protracted situations, such as the re-calibration of livelihood activities and the progressive phase-out of a UNHCR-based care and maintenance programme.

Efforts will be made to improve UNHCR's ability to identify, pursue and strengthen partnerships. These will include, reviewing existing senior training packages and providing specific partnerships-oriented training for UNHCR staff with support from the UN Staff College in Turin, Italy (GSO 6.2).

Strategic partnerships and enhancing coordination: the Cluster Approach to situations of internal displacement (GSO 4)

UNHCR has concluded its first year as cluster lead for situations of conflict-induced internal displacement in the areas of protection, camp management and camp coordination (CCM), and emergency shelter. One primary outcome of the cluster approach has been UNHCR's ability as cluster lead to help build partnerships and provide a more predictable and effective humanitarian response, through increased coordination at the global and field levels. At the global level, the clusters have brought together a wide variety of humanitarian and other relevant agencies and NGOs to develop policies, define key concepts, map global capacity, set out roles and responsibilities, and develop cluster specific tools. The clusters have provided technical assistance and tools, policy guidance, trainings and workshops to cluster partners at the field level. Clusters have also worked closely with national authorities to build their capacity, by including national authorities in trainings and clusters, where appropriate.

In 2007, UNHCR-led clusters will focus on ensuring greater direct assistance and guidance to field operations, and on widening the membership of the clusters at both at field and headquarters levels. Regional and operation-specific training events are already planned for early 2007. For example, the CCM is hosting training in Cairo in February and in Uganda in March. The Protection Cluster is finalizing its inter-agency handbook on IDP protection, which will be piloted in selected field operations in the coming months. Likewise, the Emergency Shelter Cluster is planning training for technical and coordination experts within its sector. These and other activities planned by the clusters will not only build the capacity of the cluster members and national authorities, but will also foster an environment conducive for strategic planning and operational partnership within the inter-agency response to internal displacement. Apart from its lead role in three clusters, UNHCR will explore new ways of actively supporting clusters for which it does not have the lead, such as water and sanitation, and health, but where it does have considerable expertise.

Strategic Partnerships enhancing the United Nations' capacity to deliver "as one" (GSO 6.2)

UNHCR's continues to be actively involved with the United Nations Reform work, as is shown in its engagement in the IDP activities, and through the IASC on operational coherence in humanitarian activities. Furthermore, in the year ahead, UNHCR will be taking major steps to enhance its operational relationship with the reform initiatives guided by the United Nations Development Group (UNDG). Building on its engagement in the Resident Coordinator System and with the Common Country Assessment (CCA)/UNDAF and the Poverty Reduction Strategy Paper (PSRP) planning tools, UNHCR is looking favourably towards joining the "One UN Pilots" starting in eight countries, and is actively exploring operational requirements and Mandate-related conditions to allow its country representations to join the creative planning and restructuring needed in the "pioneer" operations. UNHCR participates in the Steering Committee for the initiative and has established a small unit for operational support to the pilots and liaison with partner agencies. The revised UNDAF guidelines and supplementary guidance on the "One UN" initiative will be disseminated to field operations in early 2007 to inform the Country Operations Planning exercises.

*UNHCR
1 March 2007*