

# WORKING TOGETHER TO END DISCRIMINATION AND ENSURE EQUAL OUTCOMES FOR ALL

Global Analysis of  
2010-2011 Accountability  
Frameworks for AGDM and  
targeted actions

by Leslie Groves  
Consultant



# Table of Contents

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Table of Contents .....	ii
Executive Summary .....	iii
Part 1. Background .....	1
Part 2. Global and Regional Trends .....	2
2.1 Overall Organisational Compliance with Accountability Actions .....	2
2.2 UNHCR’s Strengths and Weaknesses in Mainstreaming AGD and Targeted Actions: Non Advocacy Based Operations .....	2
2.3 UNHCR’s Strengths and Weaknesses in Mainstreaming AGD and Targeted Actions: Advocacy Based Operations .....	7
2.4 UNHCR’s Strengths and Weaknesses in Mainstreaming AGDM and Targeted Actions: Headquarters Staff .....	8
Part 3: Moving Forward.....	12
3.1 Implementation of Recommendations from previous Global Analyses .....	12
3.2 Additional recommendations for 2011-2012 Implementation .....	15
3.3 Concluding Note .....	15
Part 4: Annexes.....	i
Annex 1. Method .....	i
Annex 2. Details of submissions by Representatives: Compliance, Good Leadership practice, Examples of impact and Spot Check findings .....	ii
Annex 3. Examples of Good Practice by Bureau Directors.....	xvii
Annex 4. Examples of Good Practice by Other Senior Managers .....	xviii
Annex 5: Additional recommendations for moving forward .....	xxiii

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## Cover Photos

Colombia/ Visit of the High Commissioner, Antonio Guterres, fulfilling one of his accountability actions and meeting with displaced community leaders, including women, in Soacha. Colombia/UNHCR/D.Torres/2010  
Yemen/Visit of the Assistant High Commissioner for Protection, Erika Feller, meeting Ethiopian and Somali refugees in Kharaz refugee camp near Aden/UNHCR/J.Bjorgvinsson/March 2007  
Kenya/ Visit of the High Commissioner, Antonio Guterres, fulfilling one of his accountability actions and meeting with a refugee family in Kenya. UNHCR/B.Bannon/ 2008  
Ecuador / UNHCR Assistant High Commissioner for Operations, Janet Lim, fulfilling one of her accountability actions and meeting with Colombian refugee women from Sucumbios / UNHCR / S. Aguilar / 2010

# Executive Summary

This report provides an annual report on progress in meeting organisational standards for age, gender and diversity mainstreaming and targeted actions for the enhanced protection of groups with specific needs. It identifies: thematic and geographical gaps and progress, constraints, good practice and examples of direct impact on persons of concern. It also provides recommendations for improving performance in 2011-2012.

The data shows us that there has been progress overall, particularly where there has been an investment in resourcing and attention. It also shows us that lack of attention and resourcing and difficulties in overcoming constraints have led to a continuing decline in the ability of many field managers to report full achievement of most standards.

## **Background**

The accountability framework for age, gender and diversity mainstreaming (AGDM) and associated targeted actions responds to internal and external requests for greater accountability and leadership from senior managers to ensure adequate mainstreaming of age, gender and diversity concerns throughout the organisation.

Now in its fifth year of implementation, the accountability framework remains a ground breaking initiative. It lays down minimum standards of organisational practice and places accountability for moving AGDM from rhetoric to organisational reality squarely in the hands of senior managers: be they country representatives or the High Commissioner.

This document presents the fourth annual overview of progress towards compliance with accountability actions for AGDM and associated targeted actions.

## **Findings**

**High Organisational Commitment to Framework Completion:** 92% of representatives and all accountable staff at Headquarters submitted accountability framework reports.

### **1. Overall organisational achievements**

For the organisation as a whole, there has been an overall increase in actions 'fully' and 'mostly' achieved. 86% of actions were 'fully' and 'mostly' achieved in 2010-2011, compared with 71% last year, a 15% increase.

### **2. Non Advocacy Based Operations**

Highest reported rates of full achievement relate to:

- Leadership of the participatory assessment (PA) exercise (49% reported 'full' compliance)
- Sanitary material provision (45% reported relevant actions as being 'fully' achieved)
- Standard Operating Procedures for SGBV (41% reported 'full' compliance).

Lowest reported rates of full achievement relate to:

- Targeted actions for adolescents (16% reported 'full' achievement)
- Developing partnerships for prevention and response to sexual exploitation and abuse (16% reported 'full' compliance)
- Inclusion of older persons and persons with disabilities (22% reported 'full' compliance)
- Implementation of the Guidelines on Determining the Best Interests of the Child (26% reported 'full' compliance)
- Women's representation on people of concern's management and decision making structures (26% reported 'full' compliance)
- Feedback to persons of concern on PA results and action (27% reported 'full' compliance).

On average, 33% of actions were reported as being ‘fully’ achieved and 43% ‘mostly’ achieved in 2010-2011 in non advocacy based operations.

Comparing the data over the past four years reveals that the overall downward trend of actions reported as being ‘fully’ completed is continuing. However, what is emerging is that where there has been additional resourcing and leadership, full reported compliance has increased. For example, in relation to actions relating to the implementation of Standard Operating Procedures for SGBV and the Guidelines on Determining the Best Interests of the Child has risen by 1% and 7% respectively. There has been an increase in actions reported as being ‘mostly’ complied with, with fewer representatives checking ‘partially’, ‘hardly’ or ‘not at all’ complied with. This shows an overall upward trend if ‘mostly’ and ‘fully’ are combined: with 76% of representatives reporting ‘mostly’ or ‘fully’ achieved in 2010-2011, compared with 71% in 2009-2010.

### 3. Advocacy Based Operations<sup>1</sup>

Highest reported rates of full compliance relate to:

- **Promotion of age, gender and diversity mainstreaming and the rights of all persons of concern, regardless of sex, age & background, throughout all office planning activities** (reported by 11 out of 17 of representatives as being ‘fully’ achieved)

The lowest levels of ‘full’ compliance relate to:

- Provision of **leadership necessary to ensure that teams are integrating age, gender and diversity analysis into their day to day work.** (Reported by 7 out of 17 of representatives as being ‘fully’ complied with).
- Ensuring that **external relations activities relating to the mobilisation of resources for UNHCR operations incorporate age, gender and diversity sensitive analysis and targeted action** to support marginalised groups. (Reported by 7 out of 17 of representatives as being ‘fully’ achieved).
- **Addressing the specific needs of different groups of persons of concern** as identified by participatory assessment, including women, children, persons affected by SGBV, older persons and persons with disabilities through the development of targeted action. (Reported as being ‘fully’ complied with by 1 representative of mixed operations).

**Achievement ratings were higher on average than in non-advocacy based operations:** 50% reported ‘full’ compliance and 38% reported actions as being ‘mostly’ complied with.

#### **Moving forward**

##### **Addressing constraints to performance:**

The primary constraints to performance include: lack of human resources (in terms of both skills and numbers), socio-cultural obstacles, lack of partner engagement and lack of financial resources. This report provides a number of recommendations for addressing each of these. These include: the need to continue to enhance understanding and capacity through learning at all levels of UNHCR and the need to clarify and enhance HQ level oversight and coordination responsibilities to ensure follow up on recommendations made in the AGDM evaluation and in this annual report.

##### **Addressing weaknesses in performance:**

The framework relies on its ‘cascade’ effect, whereby senior managers monitor framework completion. There has been a significant improvement in some parts of UNHCR in this regard. Notably at the level of the Assistant High Commissioners, who have been requiring even more focused reporting on progress from their staff. Other parts of UNHCR still need to come on board, however, and ensure that each manager is requesting briefing on progress and is, in turn, reporting on progress to their line manager. In addition, strategies need to be developed and monitored in order to address achievement gaps.

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<sup>1</sup> Advocacy based operations are defined as countries in which UNHCR does not engage in day to day direct support of persons of concern and in which activities consist mainly of lobbying government, influencing policy, fundraising and awareness raising.

# Part 1. Background

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The accountability framework for age, gender and diversity mainstreaming (AGDM) responds to internal and external requests for greater accountability and leadership from senior managers to ensure adequate mainstreaming of age, gender and diversity concerns throughout the organisation. The High Commissioner himself has placed both gender equality and accountability high on UNHCR's agenda.

The framework aims to **demonstrate organisational leadership by placing accountability with senior management in a transparent, public and personal manner**. As such it is a ground-breaking initiative, which continues to place UNHCR as a lead agency in ensuring that age, gender and diversity mainstreaming moves from rhetoric to organizational reality.

The accountability framework provides a **checklist of minimum standards**, to be referred to on a regular basis in order to assess progress. Some minimum standards are based on leadership processes. For example, 'I have led the annual participatory assessment'. Others are based on results. For example, 'I can confirm that sanitary materials have been provided to all women and girls of reproductive age'.

Once a year, senior managers are also required to report back on progress, using a simple check box format. This provides an **annual snapshot that enables UNHCR to measure progress over time, across regions and across HQ** on the basis of the 2007 baseline. In addition to enabling UNHCR to **quantify** progress over time, it provides **qualitative analysis** of what is working well, what the constraints are and what strategies are being used to overcome constraints. It is currently the only mechanism for such qualitative global analysis and is therefore a useful component of UNHCR's results based management framework. Further details on method can be found in Annex 1.

This document presents the **fourth annual overview** of progress towards compliance with the accountability actions for AGDM and associated targeted actions. It identifies:

- What the gaps are (Sections 2.2 to 2.4)
- Where the gaps are (Sections 2.2 to 2.4)
- What the constraints are (Sections 2.2 to 2.4)
- Examples of impact on persons of concern and on UNHCR and IP operations as well as examples of good practice to be built on to support others (Annexes 2, 3 and 4)
- Next steps (Part 3 and Annex 5).

# Part 2. Global and Regional Trends

## 2.1 Overall Organisational Compliance with Accountability Actions

### 2.1.1 2010-2011 Submission Rates

- The submission rate remained very high in 2010-2011, with 92% (92 out of 100) of participating representatives submitting completed accountability frameworks. The submission rate was higher for advocacy based operations<sup>2</sup>- 17 out of 18 representatives compared with 74 out of 83 representatives from non-advocacy based operations<sup>3</sup>.
- MENA, Americas and Europe had a 100% submission rate. This contrasts with 2009-2010 when MENA and the Americas had the lowest submission rates. 17 out of 20 Representatives in Asia and Pacific region submitted frameworks this year. Africa had the lowest submission rate in 2010-2011, with 26 submissions out of the 32 expected.
- 100% (16 out of 16) accountable staff at Headquarters submitted completed accountability frameworks.

35% of representatives are in the Africa region, 11% in the Americas, 19% in Asia and Pacific region, 22% in Europe region and 14% in MENA region.

Republic of Korea, Pakistan, Nepal, Thailand, Tanzania, Cote d'Ivoire, Nigeria and Guinea did not submit accountability frameworks for 2010-2011.

### 2.1.2 Organisational Compliance Rates

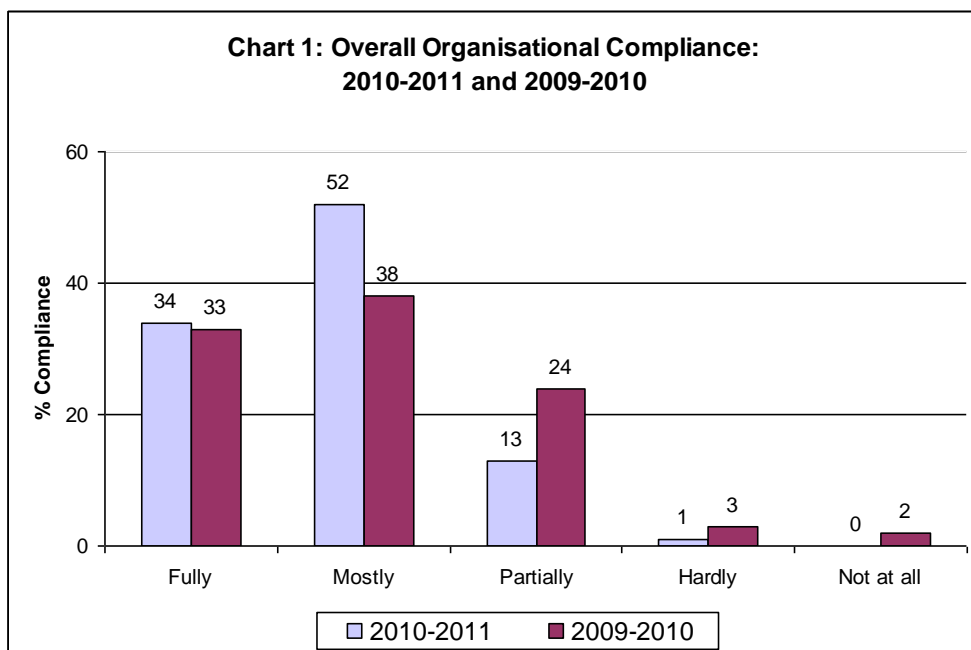


Chart 1 illustrates overall organisational compliance. In 2010-2011, 34% of actions were reported as being 'fully' complied with, 52% 'mostly' complied with and 13% 'partially' complied with. This compares with 2009-2010 when 33% of actions were reported as being 'fully' complied with, 38% as 'mostly' complied with and 24% 'partially' complied with. It would thus appear that there has been a 15% increase in actions 'fully' and 'mostly' achieved compared with last year.

## 2.2 UNHCR's Strengths and Weaknesses in Mainstreaming AGD and Targeted Actions: Non Advocacy Based Operations

### 2.2.1 Compliance rates 2010-2011

Chart 2 below shows overall compliance rates with the 19 accountability actions, per region and globally. Actions are seen to be 'fully', 'mostly', 'partially', 'hardly' and 'not at all' complied with and are given as a percentage of total accountability actions.

<sup>2</sup> Advocacy based operations are defined as countries in which UNHCR does not engage in day to day direct support of persons of concern and in which activities consist mainly of lobbying government, influencing policy, fundraising and awareness raising.

<sup>3</sup> 10 of the 100 Representatives required to complete the framework failed to do so. These were the Representatives for Nepal, Pakistan, Tanzania, Cote d'Ivoire, Nigeria, Guinea and Sudan. Guinea and Pakistan did not submit in 2009-2010.

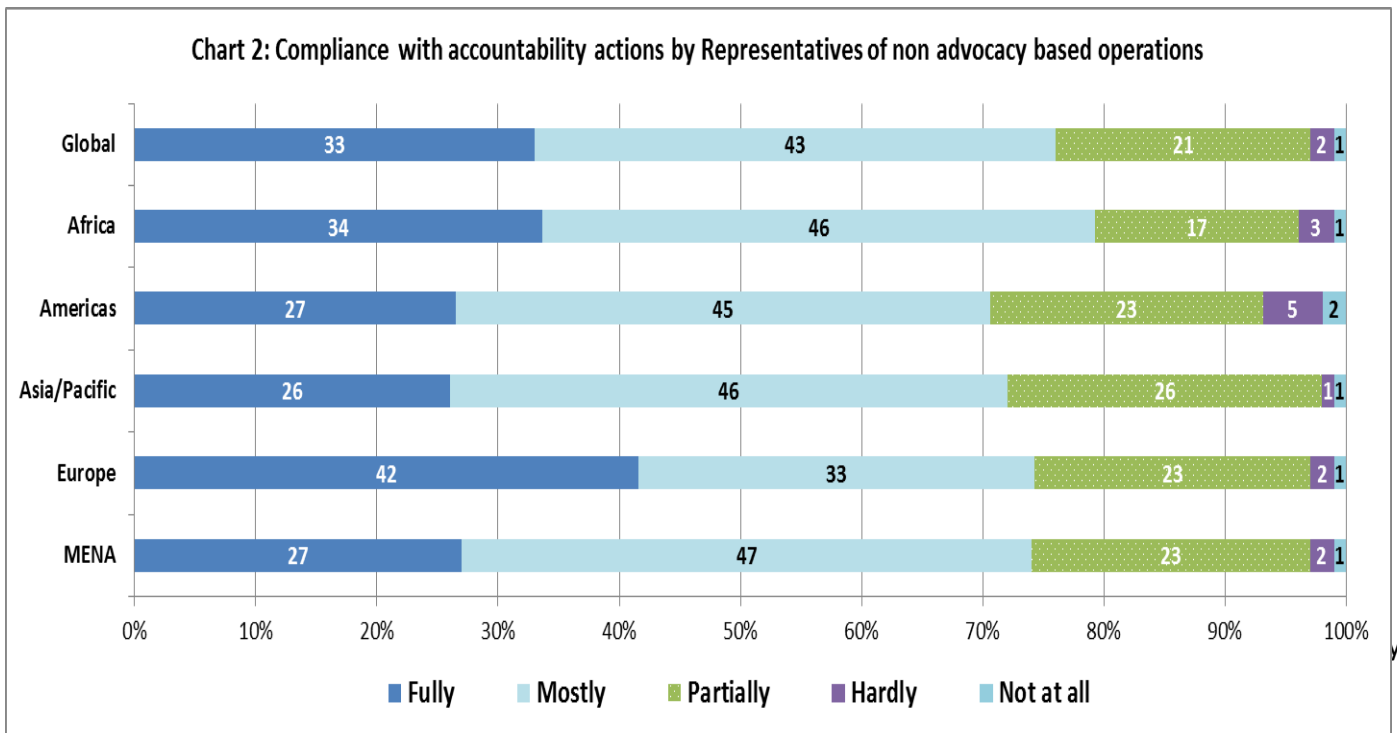


Chart 3 below breaks down achievement of individual accountability actions. It shows that-

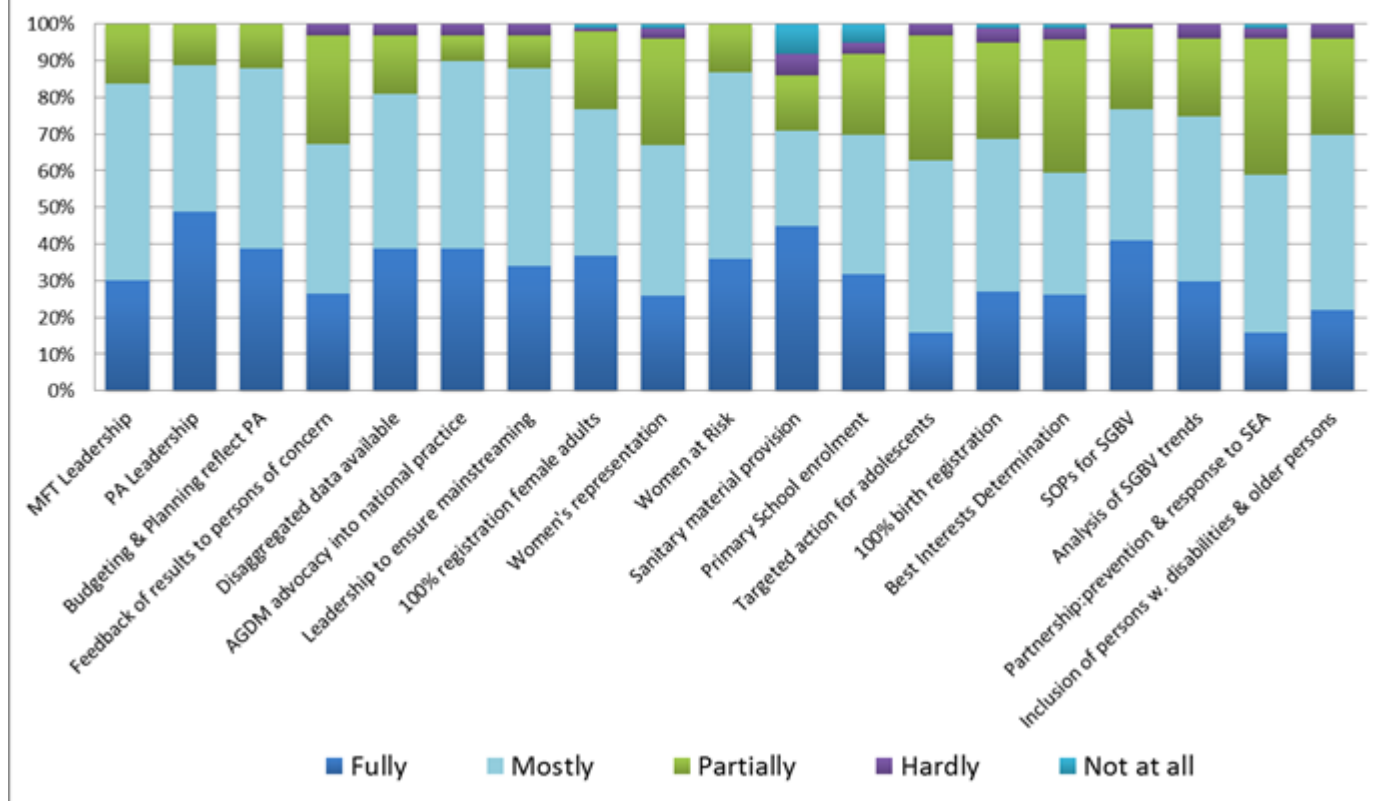
**Highest reported rates of full compliance relate to:**

- Leadership of the participatory assessment (PA) exercise (49% reported ‘full’ compliance)
- Sanitary material provision (45% reported ‘full’ compliance)
- Standard Operating Procedures for SGBV (41% reported ‘full’ compliance).

**Lowest reported rates of full compliance relate to:**

- Targeted actions for adolescents (16% reported ‘full’ compliance)
- Developing partnerships for prevention and response to sexual exploitation and abuse (16%)
- Inclusion of older persons and persons with disabilities (22% reported ‘full’ compliance)
- Implementation of the Guidelines on Determining the Best Interests of the Child (26%)
- Women’s representation on people of concern’s management and decision making structures (26% reported ‘full’ compliance)
- Feedback to persons of concern on PA results and action (27% reported ‘full’ compliance).

**Chart 3: Completion level by accountability action**



Annex 2.1 provides a more detailed breakdown of chart 3 above.

Compiling the data into group: AGDM, enhanced protection of women and girls, enhanced protection of children and enhanced protection of other persons with specific needs, shows the following:

- 63% of non-advocacy based operations were unable to report that they can fully comply with accountability actions relating to AGDM.
- 64% are unable to fully complete actions relating to the enhanced protection of women.
- 74% are unable to fully complete actions relating to the enhanced protection of children.
- 73% are unable to fully complete actions relating to the enhanced protection of older persons, persons affected by SGBV and persons with disabilities.

Reasons given are both internal and external, as shown in section 2.2 below.

#### Full compliance with accountability actions differs significantly by region<sup>4</sup>:

- As in 2009-2010, Representatives in **Europe have the highest reported rate of compliance with AGDM** (43% of Representatives stating actions 'fully' completed, down from 47% in 2010-2011) and the **enhanced protection of women and girls** (also 43%, down from 60% in 2009-2010). Europe Bureau representatives retain relatively high compliance rates for other actions compared with other regions and have **increased rates of 'full' compliance with actions to enhance the protection of children** (up from 36% full reported compliance in 2009-2010 to 40% this year).
- **Asia and Pacific Bureau countries have low full compliance rates across the board.** 29% for AGDM and the protection of women and girls, 19% for the protection of children and 25% for the protection of older persons, persons with disabilities and persons affected by SGBV. All ratings are down from 2009-2010.
- **Americas Bureau has the lowest 'full' compliance rates for AGDM** (25% reported full compliance) and for **the protection of older persons, persons with disabilities and persons affected by SGBV** (13% reported full compliance). The region has seen an increase in reported compliance in the enhanced protection of women, compared with 2009-2010, up from 33% reported full compliance to 38%. It has seen a decrease in full compliance rates with the three other categories.

<sup>4</sup>Weighted averages have been used in order to compensate for the different number of countries in each region.



- **MENA has the lowest levels of full compliance with the enhanced protection of women and girls** (25% reported full compliance). All categories have seen a decrease in full compliance.
- **Africa Bureau has the lowest levels of full compliance with the enhanced protection of children** (18%, down from 26% in 2009-2010). There has been an **increase in reported full compliance rates for AGDM** (43% up from 38% in 2009-2010).

### 2.2.2 Constraints

Constraints to full implementation of accountability actions are ranked in pretty much the same order of importance as last year, although the percentage of representatives checking each constraint has gone down. Chart 4 below shows that the primary constraints reported are:

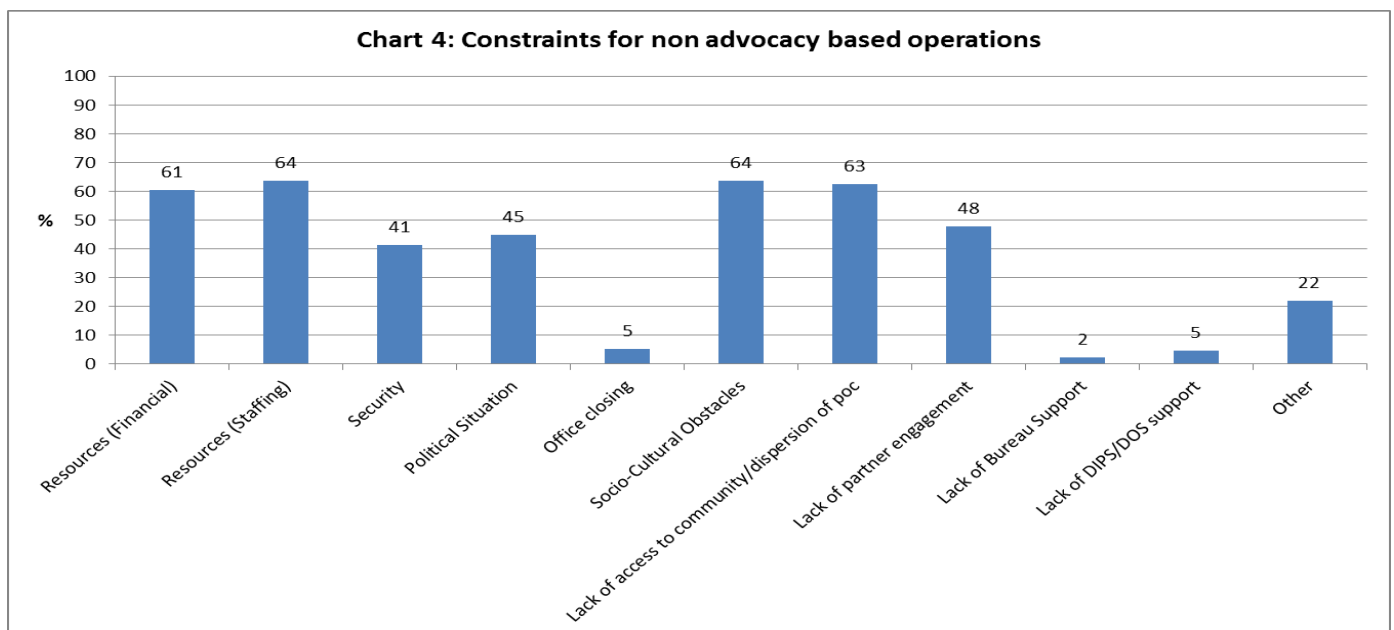
- **Socio-cultural obstacles** and **lack of staffing**: cited by 64% of representatives as being constraints to full compliance (last year 78% and 75% respectively)
- **Lack of access to/ dispersion of persons of concern**: cited by 63% (64% in 2009-2010)
- **Lack of financial resources** gained prominence this year, overtaking lack of partner engagement as a primary constraint: cited by 61% of representatives as a constraint to achievement.

#### The ranking given to constraints differs depending on which actions are being referred to:

- Lack of resources in terms of staffing was the biggest constraint for AGDM actions (cited by 62% of representatives)
- The biggest constraint to implementation of targeted actions for the enhanced protection of children was lack of financial resources (47%).
- Socio-cultural obstacles were the most significant constraint to implementation of targeted actions for the enhanced protection of women (cited by 58% of representatives).
- The greatest constraints to the enhanced protection of older persons, persons with disabilities and persons affected by SGBV was lack of access to populations of concern (51%) and lack of partner engagement (41%).

This gives UNHCR helpful information for addressing gaps in compliance with different actions.

The majority of examples given under 'Other' were context specific. The reader is thus urged to read individual submissions for further details<sup>5</sup>. Two recurrent constraints did appear, however: Lack of staff capacity/ expertise/ interest and the challenges for Representatives taking on operations where predecessors had not been adequately engaged in or engaging staff in AGDM.



<sup>5</sup> These are available upon request from the Bureau or from DIP.

### 2.2.3 Regional Comparison of Constraints

Prioritization of constraints differed substantially by region, suggesting that the support needs of regional operations may be quite distinct. Ranking is different to that of 2009-2010.

- Africa: *Lack of staffing* (cited by 77% of representatives in Africa, compared with 84% last year), *lack of financial resources* (72%, replacing socio obstacles as the second largest constraint) and *socio-cultural obstacles* (62%, down from 84% in 2009-2010).
- Americas: *Lack of access to/ dispersion of persons of concern* has taken over from *lack of staffing* as the primary constraint to full compliance in the region (cited by 86% of representatives). *Lack of partner engagement* was the second largest constraint (cited by 66% of representatives). Last year *lack of staffing* was the primary constraint cited by 100% of representatives).
- Asia & Pacific: *Political situation* remained the primary constraint in the region (cited by 73% of representatives). This was followed by *socio-cultural obstacles* (cited by 72% of representatives, up from 63% last year) and *lack of financial resources* (cited by 67% of representatives and up from last year).
- Europe: *Socio-cultural obstacles* was again the primary constraint (cited by 62% of representatives, compared with 86% in 2009-2010) and *lack of financial resources* (cited by 49% of representatives and moving up the ranking compared with 2009-2010).
- MENA: *Socio cultural obstacles* replaced the political situation as the primary constraint in the region (cited by 68% of Representatives). This was followed by *lack of access to communities of concern/ dispersal of persons of concern* (cited by 64% of representatives) and *lack of staffing* (cited by 61% of representatives).

### 2.2.4 Trends analysis from 2007-208 to 2010-2011

Comparing the data over the past four years reveals that the downward trend of actions reported as being 'fully' completed is continuing. This applies to all actions bar four:

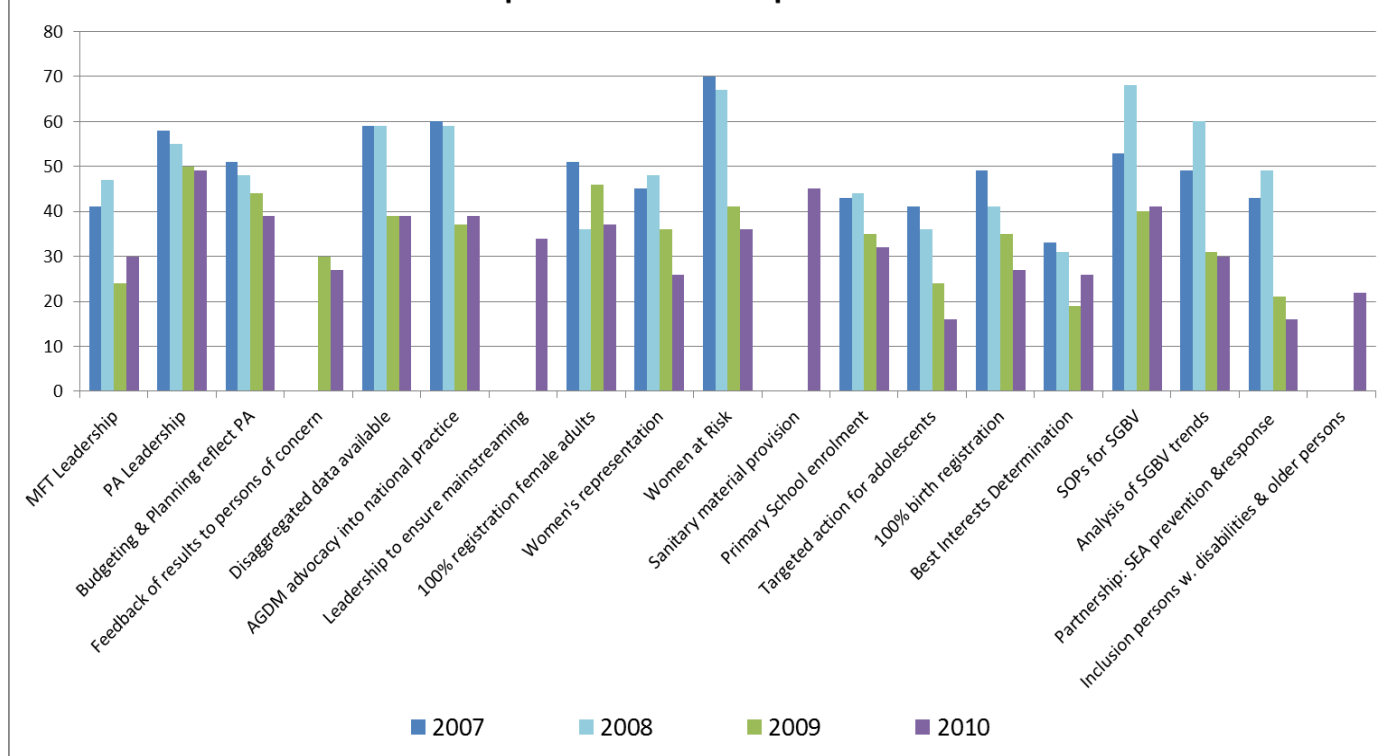
- Leadership of the MFT (reported achievement up 6%)
- Advocacy for the prioritization of age, gender and diversity perspectives into all aspects of asylum law and/or practice (up 2%)
- Standard Operation Procedures for SGBV (up 1%)
- Implementation of the Guidelines on Determining the Best Interests of the Child (up 7%).

For all actions, full reported compliance remains significantly lower than in 2007-2008 and 2008-2009. **On average, 33% of actions were reported as being 'fully' complied with in 2010-2011.** This compares with 50% in both 2007-2008 and 2008-2009 and 34% in 2009-2010.

**A decline in 5% or more in reported rates of 'full' compliance compared with 2009-2010** can be seen in actions relating to:

- Reflection of Participatory Assessment findings in Budgeting and Planning (down by 5%)
- 100% registration female adults (down by 9%)
- Women's representation on people of concern's management and decision making structures (down by 10%)
- Follow up on women at risk (down by 5%)
- Targeted action for adolescents (down by 8%)
- 100% birth registration (down by 9%)
- Developing partnerships for prevention and response to sexual exploitation and abuse (5%)

**Chart 5: Comparison between 2007-08, 2008-09, 2009-10 and 2010-11 on full compliance rates on required actions**



Comparison of overall 'fully', 'mostly', 'partially', 'hardly' and 'not at all' reporting shows an interesting picture. **While the reported level of 'full' achievement has gone down slightly, the reported levels of 'mostly' achieved have gone up.** In addition, fewer representatives have checked 'partially', 'hardly' or 'not at all' complied with. This shows an overall upward trend: with 76% of representatives reporting 'mostly' or 'fully' achieved in 2010-2011, compared with 71% in 2009-2010.

### 2.3 UNHCR's Strengths and Weaknesses in Mainstreaming AGD and Targeted Actions: Advocacy Based Operations

18 advocacy based operations were required to submit accountability frameworks. One did not- Republic of Korea. Six operations considered themselves to be mixed operational/ advocacy based operations. These were Saudi Arabia, Bulgaria, Malta, Romania, Spain and Switzerland. These six operations were given an additional three accountability actions.

**Compliance ratings were higher on average than in non-advocacy based operations:** 50% reported 'full' compliance for advocacy based operations and 49% for mixed operations. 38% of actions were 'mostly' achieved by both types of operation. 11% and 12% of actions were 'partially' complied with by advocacy based and mixed operations respectively. No actions were 'hardly' complied with'.

#### The actions that were most successfully complied with by participating Representatives in 2010-2011 were:

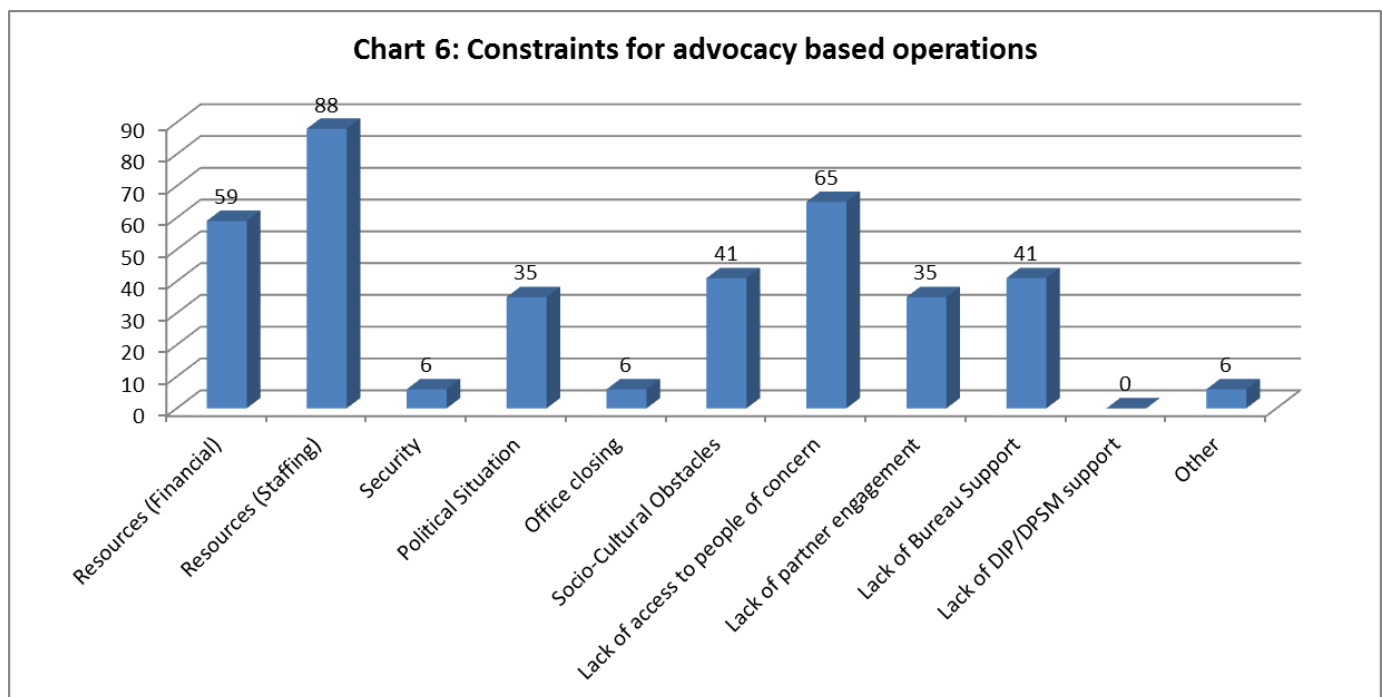
- **Promotion of age, gender and diversity mainstreaming and the rights of all persons of concern, regardless of sex, age & background, throughout all office planning activities** (reported by 11 out of 17 of representatives as being 'fully' complied with)
- **Advocacy by the office, together with government, other UN agencies, local NGOs and community organizations, for the integration of the rights, capacities and resources of different groups of persons of concern into the development of national laws, policies and programmes.** (reported as fully complied with by 4 out of the 6 representatives of mixed operations)

## The lowest levels of ‘full’ compliance relate to

- Provision of **leadership necessary to ensure that teams are integrating age, gender and diversity analysis into their day to day work**. (Reported by 7 out of 17 of representatives as being ‘fully’ complied with).
- Ensuring, in cooperation with Donor Relations & Resource Mobilisation (DRRM), that **external relations activities relating to the mobilisation of resources for UNHCR operations globally and locally incorporate age, gender and diversity sensitive analysis and targeted action** to support marginalised groups. (Reported by 7 out of 17 of representatives as being ‘fully’ complied with).
- **Addressing the specific needs of different groups of persons of concern** as identified by participatory assessment, including women, children, persons affected by SGBV, older persons and persons with disabilities through the development of targeted action. (Reported as being ‘fully’ complied with by 1 representative of mixed operations).

## Constraints

Chart 5 below shows that, as last year, the primary overall constraint to full compliance with accountability actions in advocacy based operations relates to lack of adequate staffing, with 88% of Representatives citing lack of resources (staffing) as a constraint to compliance. This referred to adequate capacity and not just numbers. The second highest constraint was lack of access to persons of concern.



For mixed operations, the most frequently cited constraints were lack of resources (staffing) and political situation, both cited by 3 out of 6 representatives.

Constraints cited under ‘other’ were difficulties in engaging persons of concern in activities, either due to logistics or lack of interest.

## 2.4 UNHCR’s Strengths and Weaknesses in Mainstreaming AGDM and Targeted Actions: Headquarters Staff

16 of the 16 senior managers required to complete an accountability framework for 2010-2011 did so.

### Bureau Directors

Overall ‘full’ compliance with accountability actions by Bureau Directors fell once more compared with previous years. However, there was an increase in reporting of ‘mostly’ achieved, with less Directors reporting ‘partially’, ‘hardly’ or ‘not at all’. ‘Fully’ was ticked 5% of the time (4 out of 83 possible times), ‘mostly’ was ticked 54% of the time (45 out of 83 possible times), ‘partially’ 36% of the time (30 out of 83 possible times), ‘hardly’ 4% of the time (3

out of 83) and 'not at all' 2% of the time (1 out of 83 times). In 2009-2010, ranking fell almost equitably between the 'mostly' complied with category and the 'partially' complied with category, with 10% reporting 'full' compliance, hardly 9% of the time and no reporting of 'not at all' achieved. In 2008-2009 the responses fell equitably between 'fully' and 'partially'. In 2007-2008 the majority of actions were 'partially' complied with.

In comparison with last year, there has been an improvement in monitoring implementation of accountability actions and developing strategies for follow up with those operations failing to meet UNHCR's commitments. There has also been a slight improvement in the identification of countries having difficulties with meeting minimum standards and the development of appropriate strategies for improvement.

#### The highest level of full compliance related to the following actions:

##### AGDM

- Basing the **Regional Bureau Strategy** on the accountability actions laid down in the framework for Country Representatives and Bureau Directors and on the use of the rights and community based approach and age, gender and diversity analysis (all Bureau Directors replied 'fully' or 'mostly').

#### Most Bureau Directors have mostly complied with the following actions:

##### AGDM

- **Monitoring implementation of accountability actions by Representatives** for age, gender and diversity mainstreaming and for targeted action and developing strategies for follow up with those operations failing to meet UNHCR's commitments. Three Bureau Directors ticked mostly. This is an increase on last year when 4 out of 5 replied 'partially'.
- **Ensuring that Country Operations Plans and other reporting** by country operations are age and sex disaggregated, reflect participatory assessment findings and incorporate age, gender and diversity concerns and highlight targeted action for the protection of the rights of children and youth, women and persons affected by and/ or at risk of SGBV. Four Bureau Directors ticked 'mostly'.

#### Bureau Directors mostly or partially complied with the following actions:

##### AGDM

- **Providing the leadership necessary** to ensure that all staff integrate age, gender and diversity analysis into their day to day work.
- **Meeting with Representatives, multi-functional team members/other staff when on mission** to discuss age, gender and diversity mainstreaming and targeted actions for the protection of the rights of children and youth, women and persons affected by and/ or at risk of SGBV.

#### Protection of Women and Children and SGBV Prevention and Response

- **Reviewing, with the Deputy Director, Desks, Legal Advisers and Representatives, compliance with the relevant targeted actions** in the accountability framework, as reported on by the Representatives in the accountability framework. Also ascertaining that the issues relating to the enhanced protection of children and women of concern and to SGBV prevention and response have been addressed in each country operation.
- **Advocating internally and externally to ensure that resources** are allocated for targeted actions to enhance the protection of women of concern, as per community prioritisation reflected in participatory assessment and COPs.

#### The largest variation in responses related to:

- **Advocating with NGOs, donors, missions, partners and governments for funding** based on participatory assessment outcomes, in co-ordination with the Division for External Relations', provided a mixed response. One Bureau Director ticked 'fully', one ticked 'not at all', two ticked 'mostly' and one ticked 'hardly'. This is decrease from last year where two replied 'fully' and three 'mostly'. Reporting through the Global Appeal and at Standing Committee on progress on accountability actions laid down in the accountability framework (one 'fully', two 'partially' and one 'hardly'). This contrasts with last year where the response was one 'mostly', three 'partially', one 'hardly').

- Meeting with Bureau staff to **identify countries that are having difficulties with compliance with targeted actions, working with Representatives to develop a strategy** for improvement and sharing any gaps or problems which have not been resolved with the AHC (Operations) and technical advisers in DPSM and DIP.
  - Targeted actions for the protection of children and youth: two replied ‘mostly’ and three replied ‘partially’. Last year three replied ‘partially’, one ‘fully’ and one ‘hardly’.
  - Protection of women: four replied ‘partially’ and one replied ‘mostly’. Last year the response was more varied: two mostly, two partially, one hardly.
  - SGBV and the inclusion of older persons and persons with disabilities: the response was mixed, one ‘partially’, one ‘hardly’, two ‘mostly’ and 1 non response. Last year, four replied ‘partially’ or ‘hardly’ in relation to the protection of women and persons affected by and/ or at risk of SGBV.
- **Advocating internally and externally to ensure that resources are allocated for targeted actions** for responding to and preventing SGBV and for the inclusion of older persons and persons with disabilities (one ‘fully’, one ‘not at all’ and two ‘mostly’).

### Collectively, Bureau Directors have faced the greatest challenges in ensuring the following:

- **Tracking resource allocation** for age, gender and diversity mainstreaming and targeted actions in the budgetary prioritization process and highlighting and addressing failures to budget for GSPs and other AGDM priorities (four ‘partially’, one ‘mostly’).

### Constraints

The largest single constraint to overall compliance with accountability actions was reported to be the lack of access to/ dispersion of persons of concern, checked by all Bureau Directors. Lack of access includes issues such as reduced humanitarian access, the use of detention by authorities, strong involvement of national security agencies meaning that exposing persons of concern through participatory assessments, for example, could present a security risk to them, dispersal of urban populations and the security situation in certain operations which limits staff access to persons of concern.

Other constraints cited by Bureau Directors are:

- Lack of organised groups of persons of concern.
- Increasing staff costs.
- Political challenges around mainstreaming AGD into protection cluster activities in natural disaster situations in certain operational environments.
- Socio-cultural obstacles presenting barriers and resistance to AGDM principles.
- Limited understanding, capacity, and sensitivity in dealing with age, gender and diversity matters by partners, including national government.
- Challenges in identifying national NGOs with the competence and desire to drive AGDM or promote refugee issues. In many countries, such NGOs are either non-existent, nascent, or not very active.
- Lack of capacity by the Division of International Protection to provide on-going support to Bureau to help them address challenges and gaps more effectively.
- Fluctuating capacity and follow through of MFTs, influenced by country level leadership.
- Limited funding meaning that many initiatives targeted at specific sectors of the population, such as adolescents, are not possible.
- Inadequate coordination between Bureau/CDGECS/country offices to ensure systematic integration of AGDM in the work of each office, and insufficient efforts to draw best practices for dissemination and to highlight gaps.
- Difficulties in obtaining quality baseline data due to a variety of technical and capacity problems.

Details of good practice by Bureau Directors are highlighted in Annex 3.

### Other Senior Managers

11 other senior managers were required to complete an individually tailored accountability framework. These were:

- Director of the Division of Programme Support and Management
- Director of the Division of International Protection
- Director of the Division of Emergency, Security and Supply

- Director of the Division of External Relations
- Director of the Policy Development and Evaluation Service
- Director of the Division of Human Resources Management
- Inspector General
- Assistant High Commissioner for Protection
- Assistant High Commissioner for Operations
- Deputy High Commissioner and
- High Commissioner.

Each of these senior managers has personalised accountability actions due to the specificity of their functions. 42% of the total number of these personalised accountability actions were reported as being 'fully' complied with, 35% 'mostly' complied with, 19% 'partially' complied with and 4% 'hardly' complied. No actions were reported as being 'not at all' complied with.

While most of the actions are specific to the post of each senior manager, it is helpful to pull out and analyse performance against certain key objectives.

**The following actions were reported as being fully complied with:**

- **Updating Standing Committee, donors and others** on protection gaps, compliance with the accountability framework and strategies to address gaps.
- **Advocacy internally and externally** to promote the use of rights and community based approaches, participatory assessment, and age, gender and diversity mainstreaming to ensure that the protection of the rights of children, of women and of persons affected by and/or at risk of SGBV are an integral and cross-cutting feature of all staff activities.
- **Ensuring that RBM tools and frameworks** support UNHCR in attaining equitable outcomes.
- Developing UNHCR's **understanding of and capacity to work with 'Diversity'**
- Facilitating the development of UNHCR's **AGDM policy and corporate plan**.

**The following actions were reported as being fully or mostly complied with by all senior managers:**

- **Leadership to ensure that staff are integrating an AGD approach** and that UNHCR progresses towards delivering equitable outcomes to all persons of concern.

**Reporting on the following actions was variable among the senior managers, with some reporting full compliance on some, and other managers indicating impediments leading to 'mostly', 'hardly' or 'partial' compliance:**

- **Mainstreaming of age, gender and diversity analysis and rights and community based approaches into documentation issued and technical support** provided. Constraints included lack of time when staff are on mission for conducting a full age, gender and diversity analysis, lack of staff, both in terms of numbers and of adequate capacity and reliance on others parts of UNHCR to provide necessary data and analysis.
- **Advocacy and strategy development for resourcing gaps** in the protection of women, children, including adolescents, and persons affected by and/or at risk of SGBV.
- Building the **technical capacity of staff** to integrate an AGD approach into UNHCR's work.
- **Follow up with staff** (Bureau Directors with Representatives, AHC (O) with Bureau Directors, DHC with Director of DER etc.) to ensure compliance with the relevant targeted actions in the accountability framework and development of strategies to address gaps in compliance. Constraints included a reduction in resourcing (staffing and financial), despite an increasing or constant volume of work.
- **Reporting on progress** in meeting the accountability actions and strategies to address gaps to line manager.
- **Identification and analysis of gaps** with regards to the enhanced protection of women, children and youth and other persons with specific needs.
- **Reviewing speeches and documents** to ensure age, gender and diversity mainstreaming, the use of rights and community based approaches and participatory assessment. The primary constraint related to limitations imposed on the length of reporting instruments.
- **Reviewing compliance with the accountability framework when on mission** to UNHCR operations and identification of implementation gaps. Meeting with representatives of diverse groups when on mission. As

noted in previous years, the primary constraint relates to lack of time due to conflicting priorities and very tight mission schedules.

Examples of good practice are highlighted in Annex 3.

## Part 3: Moving Forward

### 3.1 Implementation of Recommendations from previous Global Analyses

Following up on recommendations made in previous years' exercises is also an important element of accountability. The table below presents the status of implementation of recommendations made in previous Global Analyses. It can be seen that there have been some important steps taken this year to move forwards on UNHCR's commitments. These include the forthcoming AGD Policy, the Five Year AGD Forward Plan and a number of other initiatives at HQ, detailed in the table below.

Recommendation from previous Analyses	Implemented:	Comment
The accountability framework should not be seen as an annual, one off, tick box exercise. Attempts to comply with actions should be on-going. All managers, including at HQ, should share the annual global analysis, individual submissions and copies of accountability actions, with their staff and provide the opportunity to discuss on-going progress throughout the year. While the accountability framework targets senior staff in order to improve leadership, ensuring AGDM is the responsibility of <i>all</i> staff (see AGDM ACTION Plan on AGDM IOM/ 015-FOM/017/2008).	Field Representative level: Hardly	Country level spot checks revealed that this critical participatory approach to the accountability framework is still missing.
	HQ level: Partially	At HQ level, Africa Bureau continues to use its own monitoring tool to follow up on areas/countries needing further attention. Also, most of the regional representatives' meetings and regional protection or COP meetings included a session reviewing progress on AGDM activities. Some Directors have included AGDM in performance appraisal.  At HQ level, the DHC has requested additional briefing during the Annual Programme Review and the AHC (O) and AHC (P) are requesting more focused and frequent updates from Bureaux on how they are meeting AGDM shortcomings. In 2011, it will be useful for the DHC to ensure that divisions reporting to him do the same.
<b>Recommendations to Bureaux</b>		
Follow up with the Representatives that did not complete the framework to establish why completion did not occur and whether this reflects lack of compliance.	Mostly	Follow up has occurred: by the AHC (P) as well as by Bureau Directors. Only one Representative that had failed to submit last year also did not submit this year. However, more systematic follow up through performance appraisal systems is needed.
Ensure that Country Operations Plans attempt to address shortcomings identified in the accountability framework.	Mostly	A checklist tool has been issued as part of the Annual Programme Review to ensure that gaps identified in the accountability frameworks are being addressed. Bureau will be required by the Troika to report on the extent to which shortcomings are being addressed.
AGDM accountability to be incorporated in Representatives' PAMS objectives so that it receives particular attention by each Representative.	Hardly	To date very few Representatives have a specific objective relating to AGDM. In fact, only 164 staff members (as opposed to approx. 7000 staff worldwide) included a reference to AGDM in their 2011 PAMS objective. How best to proceed with regard to PAMS remains under discussion, with mixed opinions as to whether a compulsory, time-bound objective is the way forward.



Recommendations to DIP and DPSM		
Meet with Bureau and discuss compliance and strategies to address gaps, particularly in relation to the enhanced protection of children, including adolescents. This should be done in conjunction with the analysis of the Global Needs Assessment. Share the Good Practices provided by Reps. & other accountable persons, as highlighted in Annex 2.	Mostly	Discussions were held during the two joint AHC-Bureau Directors meetings on the topic of AGDM. There remains a gap in the dissemination and building on good practices.
		Enhanced partnership with UN agencies, NGOs and Governments should be pursued to assist the AGDM process at field level.
Consider the provision of further staff training to address lack of capacity issues.	Partially	<p>Significant progress has been made here. However, much remains to be done, capacity building being a complex and on-going process. Examples of progress include:</p> <ul style="list-style-type: none"> <li>• Participatory assessment is now referred to in much of the training available.</li> <li>• Development of a module on the Representatives accountabilities for AGD in their induction training.</li> <li>• AGDM is to be included in the new version of the Operational Management Learning programme, in the introduction to the Programme management e-learning course and into the introduction training for all UNHCR staff.</li> <li>• The emergency roster trainer has a session on applying the AGD lens. The IDP protection cluster rapid assessment tool kit builds on AGDM principles.</li> <li>• A mandatory e-learning course on AGDM is being developed.</li> <li>• Training courses on targeted actions, including education, safe learning environment, BID, SGBV, The briefing for newly appointed representatives contains 'accountability' in its session. However, AGDM remains a weak component in the curricula.</li> </ul> <p>Consideration needs to be given to enhancing Programme staff's AGD capacity. Tracking resource allocation and ensuring resource allocation for AGD priorities has come out as one area where capacity needs to be enhanced.</p>
Explore different incentive systems to accompany the framework. Currently, certain staff are placing considerable time to ensuring that AGDM becomes basic office practice and it is important that their efforts are rewarded appropriately.	Hardly	Discussions under way to explore how to reward teams that are performing exceptionally. There is currently an award for individual achievements relating to gender equality promotion and community services work but it is felt that this should be broadened out, more in line with the vision of the next phase of AGDM.
Look at how monitoring of framework application can be integrated into the FOCUS software and other in-house initiatives and that accountability is expanded to other senior managers.	Mostly	The Global Management Accountability Framework has integrated AGDM. GMAF is currently being integrated into job descriptions but the extent to which AGDM components are retained will need to be monitored in 2011-2012.
		Focus will have 15-21 gender disaggregated indicators in the latter half of 2011. This should allow for measuring of progress on certain targeted actions highlighted in the AGDM accountability framework. The accountability framework for AGDM has now been expanded to all senior managers at HQ.

Ensure that the analysis is shared with all staff and made available to other stakeholders via the internet.	Fully	The 2009-2010 Global Analysis report was circulated to all staff and accessed via the UNHCR internet a total of 1,473 times over the 11 month period up to May 2011, revealing the level of interest in knowing more and learning from this innovative methodology. The report was also featured in Spotlight to improve accessibility. The AGDM page on the intranet received 1,827 page views.
Develop a simple matrix in Word highlighting the accountability actions and send to all staff to ensure that they are able to follow up with the Representative and have a simple tool for on-going monitoring of actions.	Mostly	Staff were sent the matrix in an all staff email and it is contained as an annex in last year's programme instructions. However, this did not happen in the 2012-2013 Planning Instructions.
The accountability framework should be revised to incorporate explicit accountability actions for older persons and persons with disabilities.	Fully	An additional action on the inclusion of older persons and persons with disabilities was included in the 2010-2011 exercise.
Expand AGDM accountability framework to all Directors at HQ, regional and sub-offices, senior staff.	Fully	Instructions in the 2010-2011 accountability frameworks requested that Representatives request Heads of Sub-offices to complete the accountability framework. All Directors at HQ now have an accountability framework.
<b>Recommendations to senior managers at Headquarters</b>		
Ensure on-going leadership and follow up on accountability actions. Reviewing and addressing compliance of countries that require additional support was one of the weakest areas of action for Bureau Directors as was upward reporting on compliance for most other senior managers. This must be improved for 2008 (this recommendation was reiterated in 2009-2010).	Mostly	At the time of writing, Bureau Directors and the Troika are assessing whether country operations plans are addressing shortcomings identified in this year's accountability framework analysis exercise. The impact of this remains to be seen but a clear message is being sent out that COPs will be assessed to ensure that they address shortcomings. This is a huge leap forward. In 2011, it will be important to monitor whether strategies for addressing countries that are having difficulties with compliance are implemented.
The question of fire walling funds for implementation of specific AGDM activities needs to be considered seriously.	Hardly	The Africa Bureau has developed a set of entrenched priorities which must be funded by all operations. Organisationally, however, there has been no commitment to firewalling of funds.
Develop partnership with UN agencies, NGOs, Governments to assist operations at field level: experts would be seconded to UNHCR to help develop AGD sensitive projects based on specific context and constraints in each location.	Hardly	Lack of engagement by partners is one of the largest constraints facing UNHCR operations in their efforts to engage with AGDM. A rapid assessment tool, based on participatory assessment, has been developed by the Protection Cluster Working Group.
<b>Recommendations to Donors and other stakeholders</b>		
Lack of resources and staffing hinders implementation of the Executive Committee conclusions that form the basis of the accountability framework. This is an issue that must be taken seriously. Lack of engagement by host governments and other partners also jeopardizes effective action.	Partially	Lack of resources, including staffing, and lack of partner engagement continue to be major constraints to implementation of Executive Committee Conclusions.
Use findings from the accountability frameworks, not only to hold UNHCR to account for its performance but also to provide the additional technical and financial support necessary to successful compliance with the framework's requirements.	Partially	UNHCR initiated the Global Needs Assessment to respond to donors' call to articulate the unmet needs of the operations. Some donors have linked their funding frameworks with actions such as targeted actions for adolescents, SGBV, birth registration and enhanced independence for persons with disabilities.

## 3.2 Additional recommendations for 2011-2012 Implementation

During interviews conducted as part of this global analysis, a number of recommendations for moving forward were made by senior managers and field staff. These, along with additional recommendations, are detailed in Annex 5. These recommendations have been integrated into UNHCR's forthcoming Five Year AGD Forward Plan, along with other recommendations that came out of the external evaluation 'Changing the Way UNHCR Does Business - An Evaluation of the Age, Gender and Diversity Mainstreaming Strategy, 2004 – 2009'.

In summary, the recommendations detailed in Annex 5 fall into two categories: Addressing constraints to performance and addressing constraints *in* performance.

### Addressing constraints to performance:

The primary constraints to performance include: lack of human resources (in terms of both skills and numbers), socio-cultural obstacles, lack of partner engagement and lack of financial resources. Annex 5 provides a number of recommendations for addressing each of these. These include: the need to continue to enhance understanding and capacity through learning at all levels of UNHCR and the need for enhanced HQ level oversight and coordination mechanisms to ensure follow up on recommendations made in the AGDM evaluation and in this annual report.

### Addressing weaknesses *in* performance:

The framework relies on its 'cascade' effect, whereby senior managers monitor framework completion. There has been a significant improvement in some parts of UNHCR in this regard. Notably at the level of the Assistant High Commissioners, who have been requiring even more systematic reporting on progress from their staff. Other parts of UNHCR still need to come on board, however, and ensure that each manager is requesting briefing on progress and is, in turn, reporting on progress to their line manager. In addition, strategies need to be developed and monitored in order to address achievement gaps.

## 3.3 Concluding Note

This Global Analysis is an important step in encouraging organisational transparency and improving organisational learning with regards to age, gender and diversity issues. It identifies: what the gaps are, where the gaps are, what the constraints are, who to learn from to support others and next steps. It can thus be used alongside other information as a road-map for the coming year. Indeed many of the recommendations have already been integrated into the forthcoming AGD Forward Plan.

This year, field operations have cited more examples of good practice than ever before and the data has revealed that there has been overall progress in meeting standards, particularly where there has been an investment in resourcing and attention. It also shows us, however, that lack of attention and resourcing and difficulties in overcoming constraints have led to a continuing decline in the ability of many field managers to report full achievement of many standards. The new AGD Policy provides the organisation with a clear vision for the future and the forthcoming AGD Forward Plan will clarify the responsibilities of each Division and Bureau in mobilising the support and resources needed to ensure that field operations are able to meet the minimum standards that the organisation has set for itself and for its partners.

# Part 4: Annexes

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## Annex 1. Method

The accountability framework provides a simple check box format to gauge progress towards four main equality objectives:

- age, gender and diversity mainstreaming (AGDM)
- enhanced protection of women and girls of concern to UNHCR
- enhanced protection of children of concern, including adolescents
- enhanced response to and prevention of sexual and gender based violence (SGBV), to older persons and persons with disabilities.

Country/Regional Representatives and other accountable staff at Headquarters are required to evaluate their own performance in relation to a number of accountability benchmarks<sup>6</sup>. A revised format was used for the 2009-2010 exercise, in response to participant feedback. The three level rating was replaced with a five level rating with accountable staff required to tick 'fully/ mostly/ partially/ hardly/not at all' complied with, in relation to their accountability benchmarks. This change in the rating means that comparison with previous years should be done with care. This caution made, it is important to note the focus must remain on full compliance with these minimum standards and not on 'mostly' or otherwise complied with.

Where 'fully' is checked, examples of action taken must be given. Unfortunately, this year many accountable persons did not provide examples as they were able to skip the box (something which was not possible with the online survey tool). This will need to be rectified for future exercise as the provision of examples is an important element of ensuring that due consideration is given to whether the action truly has been 'fully' completed in practice. The simplicity of the check box format allows for global and regional monitoring of progress on an annual basis and for the identification of additional support needs. Follow up is integrated within the framework, with each accountable person reporting on progress to their senior manager, including to the High Commissioner.

Additional Notes:

- **Triangulation:** The accountability framework is based on a system of self-reporting. In order to monitor accuracy, **random and non-attributable spot check telephone interviews** are conducted with multi-functional team members in ten countries and data is compared with standards and indicators reports. Spot check findings are reported in Annex 2.
- **Effort v. Achievement:** During the development of the accountability framework, significant discussion took place around whether the tool is monitoring best efforts or actual results. It was concluded that it is the actual result that is being monitored and that the constraints box should be used to refer to cases where the individual has taken every step necessary to meet minimum standards but that other factors have impeded the success of their best efforts. 'Compliance' therefore refers to successful implementation of the action. Non-compliance may occur despite the best efforts of the person involved and does not therefore imply a wilful act of non-compliance. In relation to leadership processes, however, it is effort that is being measured. In other words, has the senior manager done all that is in their power to meet their process requirements.

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<sup>6</sup> 19 benchmarks for country Representatives of non-advocacy based operations, 5 benchmarks for representatives of advocacy based operations, 17 benchmarks for Bureau Directors, 6 benchmarks for the Director of External Relations, 10 for the Director of International Protection, 7 for the Director of the Division of Programme Support and Management, 8 for the Director of the Division of Emergency, Security and Supply, 6 for the Director of the Policy Development and Evaluation Service, 6 for the Director of the Division of Human Resources Management, 9 for the Assistant High Commissioner for Operations, 10 for the Assistant High Commissioner for Protection, 6 for the Deputy High Commissioner and the High Commissioner. The differing numbers relate to the different functions associated with the positions. Actions were developed on the basis of each position's job description.

## Annex 2. Details of submissions by Representatives: Compliance, Good Leadership practice, Examples of impact and Spot Check findings

### Annex 2.1 Compliance rates in non advocacy based operations

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The main text summarised compliance in non-advocacy based operations and provided detail for advocacy based operations who have fewer accountability actions. This section provides the detail for non-advocacy based operations.

#### **Actions that were most successfully complied with by participating Representatives in 2010-2011**

##### AGDM

- *Leadership of the annual participatory assessment exercise:*  
49% of Representatives reported having 'fully' complied with this action. This is down from 50% 'fully' complied in 2009-2010, 55% in 2008-2009 and 58% in 2007-2008.

##### Protection of Women and Girls

- *Sanitary material provision to all women and girls of reproductive age, according to the standards set for reusable and disposable sanitary napkins.*  
45% of Representatives reported having 'fully' complied with this action, introduced for the 2010-2011 cycle.

##### SGBV Prevention and Response

- *Ensuring Standard Operating Procedures for SGBV response and prevention:*  
41% 'fully' complied with. This compares with 40% 'fully' complied with in 2009-2010, 68% in 2008-2009 and 53% in 2007-2008. This finding should be considered in the light of UNHCR's Global Strategic Priority target of '88% of SGBV survivors receiving support' and 'significant improvement in prevention and response to SGBV by 22 operations where SGBV is recognized as a problem in the community'.

These figures show a decline in fulfillment of accountability actions, even for those actions which are receiving the highest ranking. This reveals that much work remains to be done, even in the areas listed above. It is also important to highlight that once again actions relating to the enhanced protection of children, including adolescents, do not feature as actions most likely to be fully complied with.

#### **Actions 'fully' complied with by 31% to 40%<sup>7</sup> of Representatives:**

##### AGDM

- *Ensuring that participatory assessment outcomes are reflected in budgeting and planning:*  
39% 'fully' complied with. This compares with 44% 'fully' complied with in 2009-2010, 48% in 2008-2009 and 51% in 2007-2008. Lack of integration of participatory findings into budgeting and planning will only lead to continued frustration by persons of concern who already feel that participatory assessment raises their expectations. The participatory prioritization and feedback elements of the participatory assessment process are designed to ensure that UNHCR, partners and persons of concern can identify needs based on a clear understanding of availability of financial resources, as well as on the capacities of persons of concern themselves.
- *Advocacy with Government and relevant legal institutions for the prioritization of age, gender and diversity perspectives into all aspects of asylum law and/or practice:*  
39% 'fully' complied with. This compares with 37% in 2009-2010, 59% 'fully' complied with in 2008-2009 and 60% in 2007-2008.
- *Availability and analysis of age and sex disaggregated data as a basis to the development of targeted action:*  
39% 'fully' complied with. This is the same as 2009-2010 and compares with 59% 'fully' complied in both 2008-2009 and 2007-2008. It is important to note that control over data collection may be outside of UNHCR control and in countries where there are good data collection systems in place, Representatives are more likely to be able to tick 'fully' complied with than in countries where such systems are not in place.
- *Leadership of the Multi-functional Team, central to achieving AGDM:*  
30% 'fully' complied with. This is up from 24% in 2009-2010. Down from 47% fully complied with in 2008-2009, which was up from 41% in 2007-2008. There is no longer a performance target for this action. In 2007 the target was 100% of operations should fully comply with this action. It is worth noting again this year that there appears for several Representatives (and for

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<sup>7</sup> The percentages given are based on a division of achievement into three groups: highest, medium and low.

some staff members consulted in the spot checks) to be some confusion around the specific purpose of the MFT, with many seeing it as existing primarily for the purposes of conducting participatory assessment. This needs to be clarified by DIP.

#### Protection of Women and Girls

- *Individual registration of women of concern and provision of documentation:*  
37% 'fully' complied with. This is down from 46% in 2009-2010, 39% 'fully' complied with in 2008-2009, and 51% reported in 2007-2008. UNHCR's Global Strategic Priority target for 2010-2011 is that 55% of refugees and asylum seekers in camps and 47% in urban areas have individual identity documents. This target has not been met.
- *Representation of women in people of concern's management and decision making structures*  
36% 'fully' complied with. This is down from 48% in 2008-2009 and 45% in 2007-2008. This data should be read in the light of UNHCR's 2010-2011 Global Strategic Priority target of 'at least 40 of these camps, management structures have 50% active female participation'.

#### Protection of children, including adolescents

- *Increasing primary school enrolment by 10%, with gender parity:*  
32% 'fully' complied with. This is down from 35% 'fully' complied with in 2009-2010, 44% in 2008-2009 and from 43% in 2007-2008. In some countries, universal primary education exists so this action was not relevant. It is therefore important to note that some Representatives may be able to tick 'fully' due to effective existing government systems being in place whereas others may be working in contexts where systems are much weaker. This cannot be taken as a strict reflection of performance. However, again it would appear that there is a way to go before UNHCR can achieve its Global Strategic Priority target of '% of children aged 6-11 not enrolled in primary schools in camps is reduced to 21% and in urban areas to 32%, with special attention to gender parity.

#### Enhanced Protection of persons affected by SGBV, older persons and persons with disabilities

- *Analysis and collection of SGBV statistics:*  
30% 'fully' complied with. This is down from 31% in 2009-2010, 60% 'fully' complied with in 2008-2009 and 43% in 2007-2008.

#### **Actions fully complied with by less than 30% of Representatives:**

##### AGDM

- *Providing feedback to persons of concern regarding implementation of results from previous participatory assessments.*  
27% 'fully' complied with. This is down from 30% in 2009-2010. There is no Global Strategic Priority relating to feedback to persons of concern. The spot-checks conducted for this report indicates that this feedback element remains weak, despite the relatively high ranking of 'fully' or 'mostly' complied with.

#### Protection of Women and Girls

- *Follow up on women at risk:*  
26% 'fully' complied with. This compares with 36% fully complied with in 2009-2010, 67% in 2008-2009 and 70% in 2007-2008.

#### Protection of children, including adolescents

- *Targeted action for adolescent girls and boys to ensure that their specific needs are addressed:*  
16% 'fully' complied with. This is down from 24% 'fully' complied with in 2009-2010, 36% in 2008-2009 and from 41% in 2007-2008. This accountability action needs substantial attention in light of UNHCR's 2010-2011 Global Strategic Priority target of 'the % of out of school refugee adolescents between 12 and 17 years of age in camps or in urban areas who do not participate in targeted programmes is reduced to 60%'.
- *Ensuring 100% birth registration and documentation:*  
27% 'fully' complied with. This is down from 35% 'fully' complied with in 2009-2010, 41% in 2008-2009 and from 49% in 2007-2008. It is worth noting that compliance with this action is not solely attributable to UNHCR's efforts as significant efforts may be expended without necessarily being able to fully comply with this action. In some operations, government systems may be in place ensuring that the action is fully complied with without significant effort from UNHCR. However, this figure shows that UNHCR remains far from meeting its 2010-2011 Global Strategic Priority target of 65% of newborn refugees in camps and 55% in urban areas are issued with birth certificates.
- *Implementation of the UNHCR Best Interests Determination (BID) guidelines:*  
26% 'fully' complied with. This is up from 19% in 2009-2010 but still down from 31% in 2008-2009 and from 33% in 2007-2008. It is important to note that there was a performance target of 100% of operations having implemented BID guidelines by the end of 2007. This was not achieved and a new Global Strategic Priority target of 'the % of unaccompanied and

separated refugee children who have not undergone a BID decreased to 63%' was developed. With concerted effort it may be possible for UNHCR to reach this target in the light of the above accountability framework finding.

#### Enhanced Protection of persons affected by SGBV, older persons and persons with disabilities

- *Inclusion of persons with disabilities and older persons in all stages of UNHCR's operational cycle*  
This action was 22% 'fully' complied with. It was the first year for the action to be included in the accountability framework.
- *Meeting with Government and other partners to ensure effective responses in the areas of Sexual Exploitation and Abuse including access to legal justice, security, health and psycho social care and training on the Secretary General's Bulletin.*  
This was 16% 'fully' complied with. This is down from 21% 'fully' complied with in 2009-2010, 49% in 2008-2009 and from 43% in 2007-2008.

It is worth noting that the excel format does not oblige Representatives to provide examples where they ticked 'fully' completed. As a result, many Representatives failed to give examples. This important cross-check element was therefore missing. In other cases, Representatives felt that certain actions, such as SGBV prevention and response, could not be ticked 'fully' complied with as there was such a long way to go to ensuring that all the process requirements were adequately met. This once again highlights the subjective nature of this kind of reporting and indicates the importance of triangulation of findings through follow-up of the completed frameworks by Bureaux and through other internal and external evaluation mechanisms.

### Annex 2.2 Confidential Spot Checks

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Due to the subjective nature of the accountability framework, it is critical to ensure that findings are triangulated. In addition to follow up by line managers and cross referencing with sources such as Standards and Indicators and Country Operations Plans random confidential spot-checks are conducted on an annual basis to ensure the transparency and authenticity of the exercise. Ten random countries are selected from the different regions, representing both advocacy and non-advocacy based operations. Each year different countries are selected to ensure maximum representation. Different members of staff representing different functions are also selected at random. Confidential, non-attributable telephone interviews were then conducted with these staff members.

Findings from the spot checks were revealing. Each year, Representatives have been requested in an all staff email from the AHC (P) to share the accountability framework with their team and to take a multi-functional team approach to its completion. For the 2010-2011 exercise, Representatives were also asked to share the accountability framework with Heads of Sub-Offices and ask them to complete the framework with their multi-functional team. The spot checks revealed that Representatives made more ad hoc requests for information from either one or various staff members in order to complete the framework. Of the 11 persons interviewed, six were aware of the accountability framework for AGDM, five were not. The staff members that were aware of and involved in the process were on the whole Senior Protection or Senior Community Services staff, with the exception of one Senior Programme Officer. Those who were unaware of the process included Senior Programme staff or junior staff. Representatives were also requested to share completed frameworks with all their staff. It would appear once again that this has not been the case, with only five out of eleven interviewees having been sent a copy of the completed framework. This compares with seven out of ten interviewees in 2010 and two out of eight staff members in 2009.

It is important to note that all Representatives in the spot check countries did complete the forms themselves rather than requesting staff members to. This shows an acceptance of the personal accountability nature of the exercise and is a positive indication.

It is clear from the above that there remains a need for better engagement in the process by the whole multi-functional team, and the office as a whole. While the Representative has accountability for ensuring compliance with their personal actions, the whole office has responsibility for ensuring that mainstreaming happens. It is therefore strongly recommended that Representatives share the framework with all staff at the beginning of the year and use it as a working management tool, coming back to it at regular intervals and evaluating progress. DIP has developed a summary matrix of accountability actions, available on the intranet, and this should be printed out and used by all staff members as a reminder of the organisation's AGDM priority actions.

There was also a discrepancy with Standards and Indicators reporting. In the small sample of countries taken, it became evident that Representatives were, on the whole, more positive with their rating of performance in the accountability framework than in Standards and Indicators. In one case, the Representative was less positive about performance than in the Standards and Indicators report. The instructions for next year's exercise will need to specify more strongly that Representatives should refer to Standards and Indicators and the results framework as they complete their AGD accountability framework.

The cross-checking of data confirmed the Representatives' submissions in all ten operations. The validity of this finding is supported by the fact that most interviewees had no advance notice of the phone call so they did not have the time to get hold of the accountability framework and to simply repeat what the Representative had put<sup>8</sup>. It is worth noting that it would appear that participatory assessment in particular has taken root in all ten operations. On the whole, however, it would appear that participatory assessment was seen as a one-off exercise, called the 'AGDM exercise', highlighting a lack of understanding of the mainstreaming process. In all it appeared that PA findings did feed into the planning process, and had had some quite significant impacts. For example, in one operation UNHCR has assumed that education was a priority. Further to participatory assessment, it became clear that access to water was a bigger priority and the planning process took this into account. In a camp based operation, participatory assessment revealed the need for an additional doctor and this was factored into planning and budgeting.

All spot checks participants aware of the accountability framework stated that it was a useful tool for ensuring AGDM. The reasons given were that it is a useful tool for enhancing the Representative's involvement in AGDM, for MFT discussion, for flagging up issues, for taking voices from the field to Geneva, for reminding Representatives of their commitments, for assessing progress, if only once a year, and for ensuring that Representatives are accountable for what happens in the field. Discussions were held on whether the framework should be integrated within the focus programming tool. However, it was concluded that there was a value to maintaining it as a stand-alone tool 'so that this very important issue did not get lost in the jungle of Focus RBM'. It was suggested that the tool needed to be used on an on-going basis, to support planning, and that there was a need for strengthening and deepening AGDM capacity.

Five out of the eleven cross check interviewees stated that their Representatives were strong AGDM leaders, demonstrating strong personal commitment, leadership, follow up and guidance. The others could not provide examples of good leadership practice and one clearly stated that there was no leadership on AGDM coming from the Representative. This highlights the need for a better engagement of Representatives in the AGDM process. Having a module on the accountability framework in the induction programme for Representatives may be one step towards remedying this inconsistent pattern of leadership.

In terms of feedback to persons of concern of participatory assessment and planning results, only one informant referred to a formal feedback process. Two informants didn't know if there had been feedback, three said that there had not been any and five informants said that they do informal feedback during on-going discussions with persons of concern.

***Annex 2.3 Good Leadership Practice: Representatives in all operations (both advocacy and non-advocacy based)***

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Representatives were requested to provide examples of good practice and good leadership practice. The majority of respondents focused on good practice for their office as a whole rather than on examples of good leadership practice, despite the addition of a separate box and clear instructions for the latter. The table below pulls out the 28 examples of good leadership practice that were given. While some of these should be standard practice, they are often not. The examples given highlight proactive action taken by individual Representatives and it is hoped that they will inspire others to follow suit and to follow up to obtain more details.

Accountability Target	Action 2010-2011
Age, Gender and Diversity Mainstreaming	<ul style="list-style-type: none"> <li>• The Representative in Malawi ensures that MFTs are truly multi-functional, but also multicultural and gender balanced team. The Representative provides constant follow up with the team and team leaders and with beneficiaries and partners through structured and non-structured meetings as the best way of giving feedback on results.</li> <li>• In Benin, the Representative meets every two months with the Committee of Togolese refugees and at least every month with the Coordinating Refugee Committee in Agame site.</li> <li>• In Djibouti, the Representative encourages staff from all units to prioritise activities in the areas of promotion, monitoring and evaluation that related to persons with specific needs, such as children, women, and people with disabilities. She advocates the same approach before high profile fora, such as IGAD, the UNCT, and regional events, e.g. "IGAD Conference on Human Trafficking" in Djibouti, "IGAD/IOM Conference on Migration" in Addis Ababa.</li> <li>• In Mozambique, the Representative ensures that she visits the refugee camp 2000kms from her office every two months. He ensures that he meets with refugee leadership and separate meetings at different times with multi-functional teams, women group, persons with disabilities, SGBV</li> </ul>

<sup>8</sup>Also interviewees were asked open ended questions, such as, 'please tell me about how you provide feedback from the participatory assessment and planning exercise to persons of concern'. No reference was made to how the Representative had scored his/her own performance. This was to ensure that interviewees did not feel that they had to confirm/ contradict a statement by their Representative.



committee, agriculture committee etc. In all these meetings issues were raised and discussed, priorities/realistic solutions agreed, progress reviewed on the actions agreed during previous meetings while refugees were always informed what we can and cannot do thus enhancing transparency and trust. She has also led efforts to secure additional 700,000 USD from the One UN fund. This allocation not only catered for unmet needs but also enhanced the harmonious relationship between the refugee and host communities.(Mozambique)

- In Eritrea, the Representative has held regular meetings with refugee leaders to inform them of the actions taken against their stated priorities. Through minimisation of operational and administrative costs, UNHCR Eritrea was able to save funds and address some of the AGDM priorities such as purchase of sewing machines for refugee women with specific needs.
- Monthly co-ordination meetings were organised with all stakeholders (UNHCR, Implementing partners, refugees and others). Among issues discussed was feedback on the last AGDM participatory exercise, where participatory assessments were carried out in all 8 refugee settlements and 2 urban locations. The active participation of senior managers in the planning, implementation and follow-up gave added value to the whole process and ensured that all actors (Government, Refugee Leaders, Implementing Partners etc.) were actively involved in the exercise (Sierra Leone)
- The Regional Representative led a comprehensive Participatory Assessment exercise in DRC's UNHCR operation (Kinshasa, North and South Kivu and Katanga). This exercise was conducted by the Community Services Unit in collaboration with a MFT which included male and female staff, national and international staff, UN agencies, NGOs, international organisations and the DRC government (Ministries of Social Affairs, Humanitarian Affairs, Education, Gender and the National Commission of Refugees etc.). Priority actions were defined and taken into account in the COP 2011. Meetings were conducted with urban refugees, comprising of boys, girls, men and women from a diverse range of backgrounds, informing them of the integration of PA-informed recommendations into the 2010 budgeting, protection and programming planning. Finally, the DRC government (Ministries of Social Affairs, Humanitarian Affairs, Education, Gender and the National Commission of Refugees etc.) has been consistently sensitized on the importance of adopting an AGDM-sensitive perspective through its participation and active involvement in commemorations of UN thematic days.
- As UNHCR leads the Afghanistan Protection Cluster, special efforts were undertaken to mainstream AGDM in the work of other clusters. Documents and presentations were developed and shared in this regard.(Afghanistan)
- In Bangladesh, the Representative travelled to Cox's Bazar Sub-Office at least 16 times in 2010 to meet with refugee leaders, refugee school-children, refugee women, local authorities, UN/NGO partners and staff.
- In China, the Representative has actively sought support from other UN Agencies, resulting in the participation of UNICEF in the AGDM/Participatory assessment.
- In addition to overall supervision of AGDM in 2010, the Representative in Kyrgyzstan organised a PA Planning Workshop to establish better involvement and build partnership of persons of concern in UNHCR programme planning and implementation. The Planning Workshop gathered all key state and non-governmental partners together with leaders of refugee and stateless communities to analyse issues in legal protection and security, access to medicinal services and education, social and economic issues (employment, availability of shelter, provision of warm clothes and food aid packages). UNHCR's prioritized programme for 2011 has been developed according results of discussion.
- In Tajikistan, the Representative has ensured that all trainings for Government officials include sessions on gender mainstreaming.
- In Armenia, the Representative ensured that the AGDM-PA exercise was included in the sub-project descriptions of all implementing partner. Refresher sessions on participatory assessment were also organised for NGOs.
- In Montenegro, the Representative took action to engage international organisations in the information campaign which was identified as an urgent need from the participatory assessment. This led to an agreement with the OSCE, which materialised in a co-funded media campaign throughout the country. The Representative also engaged fully in creating public awareness of the situation by meeting with media. He participated in 4 focus group discussions with young girls in order to better understand the psychological barriers refugees have with regard to the new legal status. Information gained was shared with the UNCT, government and other partners and helped clarify the reasons behind refugees' passiveness regarding their applications to the status. This enhanced personal understanding led to the Representative revising the office's strategy to address

	<p>the problem which had been previously considered purely legal.</p> <ul style="list-style-type: none"> <li>• In Lebanon, The MFT, including the Representative, meets weekly to monitor implementation of work plans and to address challenges to implementation. Records are kept of meetings and workplans shared on the common drive. Moreover, quarterly sit reps measure progress against planning targets and articulate constraints.</li> <li>• In Panama, the Representative provides leadership to ensure that the PA is conducted with the involvement of all relevant actors in civil society and government, and that 2011 planning includes the results of the PA.</li> <li>• In Central African Republic, the Representative visits persons of concern's communities quarterly and engages in one hour participatory assessments with one or two selected groups. The outcome allowing a regular follow up and correction of our activities.</li> <li>• In Burundi, at the midyear review all camp based partners participated in the review of the recommendations of the participative assessment with the refugees, and sought update by the refugees on their challenges and successes in the activities of the elected committees.</li> <li>• The Regional Office Canberra holds regular consultations with key peak agencies and service providers that work closely with affected refugee communities in both New Zealand and Australia. AGD issues are routinely included in those consultations to ensure a maximum 'cascading' affect into the planning and strategies of those national agencies. Given the Office's limited resources this approach is seen to be the best way of integrating an AGDM approach in an "advocacy-based" environment.</li> <li>• All staff members of the UNHCR Representation in Romania were involved in the participatory assessment exercise in 2010, upon request of the Representative.</li> <li>• In Spain, the Representative supports a strong AGD sensitive team, through showing leadership in encouraging them to pursue activities consistent with an AGD approach. Additionally, the Representative brings AGD principles into high level fora.</li> <li>• Although resources were limited considering small number of staff and OPS funds, the Representative in the UK ensured that AGDM related objectives were high on the operational agenda of the office.</li> <li>• The Representative in Malta led office discussions on AGDM strategies, initiate AGDM related internal training and learning activities, ensured the inclusion of AGDM related chapters in relevant policy and strategy documents and established focal points within the office. He has also initiated an informal "self-audit" in the office with the use of the IGO checklist which includes numerous elements relating to AGDM. The results will be utilised to further improve UNHCR Malta's response across the board.</li> </ul>
<p><b>Enhanced protection of women and girls</b></p>	<ul style="list-style-type: none"> <li>• In Zambia, the importance of ensuring women equal access to the asylum-procedure was raised numerous times in discussions with the legal advisors of the Office of the Commissioner for Refugees and with members of the National Eligibility Committee (NEC). As a result, one member of the NEC who went on a short study-leave decided to devote her research project to analysing the gender-sensitivity (or lack thereof) of the Zambian asylum procedure; the legal advisors conducting the preliminary interviews became much more aware of the need to consult women arriving together with their spouses and the first 'real' case of gender-related persecution was recognized by the NEC (a woman from the DRC who had been compelled to have sex for survival). The Office also contributed to the UNCT joint submission to the CEDAW pre-session on Zambia as well as to the UNCT's comments on the new anti-GBV Bill.</li> </ul>
<p><b>Enhanced protection of children, including adolescents</b></p>	<ul style="list-style-type: none"> <li>• Under the Representative's leadership, UNHCR Croatia brought together for the first time in 2010 representatives of Roma associations, ombudsman, government and NGO to work on a project improving access to legal status of Roma. This had a special impact on the situation of women and children, who suffer from limited access to health and education due to lack of legal status. A number of cases were resolved and there was an increase in the numbers of persons granted legal status.</li> </ul>
<p><b>SGBV</b></p>	<ul style="list-style-type: none"> <li>• In Sierra Leone, the Representative ensured and co-facilitated the refresher code of conduct training for all staff.</li> <li>• In Bangladesh, the Representative has repeatedly stressed the need to maintain rigorous reporting and follow-up on the incidence of SEA/SGBV. This is a personal priority and he directed all staff to inform him of any report of serious cases of SEA/SGBV for his close follow up.</li> <li>• The Representative in TfyR Macedonia has appointed a new staff member in the Protection Unit as SGBV focal point to ensure that standard operating procedures are agreed upon with all partners, that training is provided to all partners and that the Protection Unit duly monitors and follows up their implementation.</li> </ul>

## Annex 2.4 Examples of impact further to AGDM implementation

The application of AGDM has led to concrete examples of improved performance by UNHCR and enhanced protection of persons of concern. Individual Accountability Frameworks provide a wealth of data. If used, this will enable UNHCR to learn from its experiences. Some examples are highlighted in the table below. It will be important for Bureaux to follow up with individual countries to obtain greater detail, such as numbers targeted and disaggregation of children reached by sex.

Accountability Target	Direct Impact on Protection of Persons of Concern	Direct Impact on UNHCR and IP operations
<p><b>Age, Gender and Diversity Mainstreaming</b></p>	<p>As a result of the AGDM approach in Malawi: food distribution in the camp improved and the number of days dedicated to food distribution was reduced by half; there was Improved identification of cases for resettlement through MFT working and use of heightened risks tools; reduction in complaints from refugees through improved information sharing and regular meetings with beneficiaries; all refugee communities have a 50% representation made of women, women’s groups are functional and women participate actively in projects in the refugee camp.</p> <p>In Ghana, the involvement of major government social service providers resulted in a better understanding of the protection issues and follow-up dialogue to negotiate solutions, leading to increased access to the services for refugees.</p> <p>In Mozambique, some of the protection gaps identified in PA and addressed included establishment of emergency services at the health centre, procurement of medicine not available in the government health centre, 100% coverage of high school students, increment of university scholarship and transport allowance for high school students, construction of three additional classrooms at the primary school, additional units at the vocational training centre, office for refugee leaders, additional units at the transit centre, rehabilitation and construction at the kindergarten, counselling rooms for HIV/AIDS, procurement of school uniform for students of Maratane primary school, construction of two additional boreholes and 100 family latrines, increment of food basket from 10kgs to 11kgs for full ration and 5kgs to 7kgs for half ration and supporting the government to issue birth certificates within the camp.</p> <p>It was pointed out from participatory assessment that women had difficulties in getting birth certificates and due to that INAR organized with the government to be issuing birth certificates within the camp once a month.</p> <p>In Senegal, the PAs have made available updated sex and other disaggregated data which have supported analysis of protection gaps and implementation of targeted actions for groups with specific needs. Better data has supported the implementation of phasing out strategies of WFP food assistance to PoC and the design of targeted actions to support those with specific needs through livelihoods support and health insurance schemes. Advocacy activities have led to an agreement facilitating access of urban refugees with specific needs from one municipality to social welfare services of the municipality.</p> <p>In Zambia, feedback sessions were organised with the refugees</p>	<p>PA included wide participation of Government institutions (Department of Social Welfare, Ministry of Employment, Ministry of education, Ministry of Health), Donors (USA; Japan; France; German), and UN agencies (UNFPA, UNICEF, WFP) (Djibouti, see also Croatia, Kosovo, BiH, Ukraine, Ghana)</p> <p>Participatory assessment findings fed back to MFT, UNHCR staff and groups of refugees. Actions to address protection gaps identified were integrated into office activities. PA findings since 2007 regularly referred to in discussions with refugees and partners to monitor progress (Cameroon, Burundi)</p> <p>The Multifunctional Team composed of staff of government line ministries and refugees both male and female and it was very active throughout 2010. The team successfully conducted three participatory assessments for camp and urban based refugees. Most of the protection gaps identified from the three assessments were shared with the Directors of Government Line Ministries and were to the extent possible addressed in 2010 implementation arrangements. Moreover, all protection gaps that needed sensitization were fully addressed by the MFT through community mobilization. MFT met monthly to discuss challenges, planned activities as well to review the progress of their work.(Mozambique)</p> <p>The Branch Office dispatched qualified staff to train, develop tools and lead the participatory exercise in Galkayo. UNHCR’s direct involvement resulted in buy-in from other agencies and as a result participatory assessment is now seen as an effective tool in programme design. In Bossaso, UNHCR was instrumental in leading the Humanitarian Gaps Analysis procedure. UNHCR staff direct involvement and efforts geared towards mobilizing other agencies, local authorities and the community resulted in ownership of the process. Noting that most of the humanitarian actors were involved in the process, it fostered the cluster coordination approach of IDP response involving all stake holders and ensured ownership of the outcome.(Somalia)</p>

	<p>to share PA findings and inform them about some of the immediate measures that would be put in place to address these. For example, refugees in the urban area had complained of insufficient information about e.g. registration, resettlement, voluntary repatriation and assistance. In response, UNHCR introduced monthly information sessions in each of the 4 outreach centres in the urban area which serve as a forum for sharing updated information about issues affecting the lives of the refugees, learning about the lives of the urban refugees and the protection challenges they face and for identifying specific individuals at risk.</p> <p>In TfyR Macedonia, PA focused on local integration and was used as an opportunity to disseminate information. This led to increased applications for local integration and self-reliance projects.</p> <p>In Montenegro, PA resulted in additional budgeting of funds for extremely vulnerable families and individuals who cannot, for various reasons, obtain the needed documents. It also led to re-programming to insulate houses in one of the settlements in the north. At the same time the office decided to contact a possible donor and presented a project to upgrade the entire settlement.</p> <p>In Malaysia, the introduction of the Social Protection Fund has proven to be a novel and highly effective approach to community support which strengthens the ability of refugee community organizations to help themselves.</p>	<p>UNHCR Implementing Partners were requested to incorporate and budget for PA in their future activities. UNHCR re-iterated the need for Government and IPs to take full ownership of the AGDM exercise and ensure full implementation and compliance. A Standards and Indicators workshop was organised and it took into account the findings of the AGDM exercise. Discussions on current durable solutions interventions are also informed by the exercise. The composition of the MFT was well balanced including almost equal numbers of female and male staff from Government, IPs and some key stakeholders giving PoC access to male and female staff. All issues related to the challenges and constraints of the MFT have been brought to the attention of Senior Management during staff meetings and attention given to these concerns as appropriate. Feedback to refugees has begun during the in-take exercise, and also relevant institutions and government counterparts are being approached relating to the findings especially as it concerns UNCTDS and matters related to cessation of refugee status. Community Services colleagues have begun dialogue with refugees on some of the issues raised during the PAs (e.g. health and education.)(South Africa)</p> <p>In Uganda, Focus input is based on the AGDM approach and is inclusive of all stakeholders. Specifically for the IDP programme, collective advocacy with the Government and relevant legal institutions through the protection cluster resulted in the coming into force of the AU led IDP Convention to offer protection to IDPs in line with the AGDM framework.(Uganda)</p> <p>In the absence of community services staff, the office has established a Community Services Committee with 4 staff members (Rep, Durable Solutions Officer and Assistant, Programme Assistant). This committee is meeting every month and defines the AGDM priorities. An action plan is being maintained and updated after every meeting. During the year, 5 MFT meetings were organized, all with the participation of government representatives and partner organizations. The issues discussed in the MFT meetings are selected by the team and vary from human trafficking to the functioning of refugee diversity/solidarity groups.(Costa Rica)</p> <p>Results from participatory assessments have been taken into account for the revision of the Protection Strategy of the Operation and have</p>
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		<p>also contributed to important decisions in terms of implementation of programme activities (community projects - PACIs for example).(Venezuela)</p> <p>UNHCR Afghanistan has tried to mainstream AGDM in the overall activities and in particular in the Needs Assessment exercise. Although systematic multi-functional teams exist in SO Herat and SO Kabul, other offices have made efforts to keep a good balance of male and female staff of UNHCR and its partners in carrying out the mentioned activities. This is constrained on a larger scale due to cultural practices in some areas. Small scale separate participatory assessments have been conducted by SO Kabul and SO Herat.(Afghanistan)</p> <p>The results of the Participatory AGDM Assessment which was conducted with IDPs in 2009, have been followed up by organising a round table with participation of Government representatives, international organisations and national NGOs, diplomatic missions and IDP representatives in 2010. At the round table the participants discussed the gaps identified in the assessment and made recommendations for concrete responses. Subsequently UNHCR agreed with the Government to establish a working groups within different sector to respond to the needs identified. We have established one Working Group on Livelihoods for IDPs where the specific needs of the different groups of IDPs are taken into account in the development of the group's action plan.(Azerbaijan)</p> <p>The chosen approach for the PA has capacitated representatives of state structures and NGO partners to apply the methodologies of PA in their daily work with refugees and asylum seekers. As part of the process, the authorities were familiarized with rights and community based approaches. As the result they have increasingly emphasized to refugees that they should be active participants in integration processes. Refugees were invited to and participated in seminars and round-tables discussions on employment and social protection issues where discussions were based on PA observations and findings.(Belarus)</p> <p>Five regional MFTs were established (gender and ethnicity compositions ensured) including IPs and local authorities. 4 objectives were defined:  -mainstreaming of AGD in all levels and stages of UNHCR protection activities as a</p>
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		<p>fundamental protection and planning methodology.</p> <p>-incorporating the outcome of the PAs into protection and programme planning. PA findings are processed into FOCUS as baseline data.</p> <p>-promoting AGDM and ensuring greater accountability in the implementation of UNHCR policies on refugee women, refugee children and community development.</p> <p>The PAs remain an indispensable planning tool for both Protection and Programme activities. The protection assessments and prioritization process within each pillar has been carried out based on the PAs. A participatory planning workshop was organized in November. The results of the PA were further assessed based on the Results Framework and endorsed by partners. Gender, age and diversity sensitive standards and indicators are part of the sub-agreements, project descriptions and work-plans. Age and sex disaggregated data are available for each population group. The quality data/information gathered during the PA has improved the targeting of the activities. It has also resulted in an improvement of the quality of sub-agreements that facilitates project monitoring based on age/gender indicators. A change has been noticed in the UNHCR operational culture in terms of individual discussions with men, women, girls and boys. The exercise itself has become part of the day-to-day work thereby ensuring the participation of the staff in the assessment of the needs and monitoring of the wellbeing of UNHCR populations of concern (Kosovo, see also Iran for good practice in integrating PA findings into planning)</p> <p>MFT Reports, observations and participatory assessments were used in the prioritization of needs/projects in light of 2011 budget. This has been one of the modules used in decisions pertaining to which NGOs to work with as implementing partners for 2011. Hence, all projects submitted are targeted and comply with the Rights-Based-Approach. PA feedback sessions were arranged and the percentages of the 2011 budget allocations and reasoning were discussed with persons of concern. (Jordan)</p>
<p><b>Enhanced protection of women and girls</b></p>	<p>Capacity development &amp; monitoring to ensure 100% registration of refugee women by authorities (Benin)</p> <p>Monthly camp visits by a mobile court to ensure legal representation and advice to women who are unable to travel. UNHCR is able to watch brief and discuss concerns with the magistrate (Kenya)</p> <p>Issuing of a registration arrival form, refugee ID, asylum seeker</p>	<p>Issuance of guidelines for the protection of displaced women developed with Presidential Office for Gender Equity and IDP women, and women's organizations (Colombia).</p> <p>UNHCR continues to advocate for greater prioritisation of women using the processing of documentation. The work of UNHCR sponsored volunteers in Cape Town and</p>

<p>certificate, school certificate/report, food ration card or a birth certificate, complete sanitary material kit to 1,400 individual women and girls of reproductive age. Through the IP, refugee women are involved to ensure that all women and girls of reproductive age receive the complete sanitary kit. Additional sanitary materials kept at school and health centre. Adequate budget provision allocated for full sanitary kit to be distributed on a monthly basis.(Namibia)</p> <p>Budget allocation for local procurement of sanitary materials and continuous provision of sanitary napkins to the targeted 944 refugee girls and women (13-49 yrs of age) who receive 10 disposable sanitary napkins per month per person for the ones who are settled in the camp. And for women/girls who are urban based they are given specific allowance/ cash to cater for sanitary materials. Additionally, all women and girls receive one soap per month and one underpants per three months. Our operation fully met the standard of covering 100% of the needs for sanitary materials.(Eritrea)</p> <p>In Meheba refugee settlement in Zambia, UNHCR supported a fair process of election of refugees. Prior to the election only 7% of participants in public meetings were women. A quota system was introduced for the elections and the result was that 36% of elected representatives were women. While not 50%, this is dramatic progress compared with the 7% that existed prior to the intervention.</p> <p>To enhance their decision-making role in the family and community, a separate assistance package for female refugees has been established-paying cash assistance for sanitary materials and other female hygiene items, directly to female refugees.(China)</p> <p>UNHCR supports Women's Empowerment within Refugee communities, training women and men on leadership in the family and prevention of home violence in order to challenge the cultural stereotype of male dominance in the family based on male breadwinner model of society. (Kyrgyzstan)</p> <p>In 2010 relevant and targeted PSFR funding was obtained from the Swedish Postcode Lottery to assist IDP women in Darfur with solar energy (2nd instalment: SEK 385,000); Lions Club Sweden supported 2 projects for IDP women and families in DRC (SEK 500,000 for sanitary kits) and Pakistan (SEK 250,000 for water coolers) respectively; third and last instalment of 1,1 million SEK for the education of refugee women in Rwanda from student organisation "Operation A Day's Work".(Regional Office Sweden)</p> <p>Development of an emergency response mechanism to protect girl and women trafficking victims has led so far to the successful prosecution of 3 traffickers and family were re-settled (Yemen)</p> <p>Implementing solutions suggested by refugees helped achieve results in food distribution mechanisms, addressing violence against girls and women and reducing incidents of violence generally (Malawi).</p>	<p>paralegals in Musina who are responsible for identifying persons with particular needs continues unabated. In other Refugee Reception Offices, the practice of giving women and children priority is gaining ground and is monitored by UNHCR during routine visits. The office is fully engaged in identifying women who are at risk for durable solutions especially resettlement. Many women identified in this category have been referred for resettlement consideration by Community Services and Protection staff. The Panel instituted to look at files from the Protection Needs Assessment exercise conducted in August and September 2010, have intervened on the cases of several women with specific needs for resettlement consideration.(South Africa)</p> <p>UNHCR is chairing the UN TG on Gender since 2009; the successes to involve the UN into the discussion for a at different levels on the topic of Gender including the Public Chamber and MFA/MOH are substantial; it has improved the CEDAW reporting to an extent that a very striking conclusions document now forms a blue print for further Gender work in the Russian Federation, with the prospect of useful impact on our persons of concern.(Russian Federation)</p> <p>The Regional Office has worked closely with its national private sector fundraising association to promote awareness of gender issues in refugee camps overseas - through fundraising appeals, promotion campaigns and media visits to refugee situations. (Regional Office Canberra)</p> <p>In Italy, regular training on AGDM and SGBV has been provided to government officials and NGO staff working in reception centres and RSD procedures. Guidelines have been established on management of arrivals and first reception centres which require specific attention to child and gender related issues (Italy)</p> <p>Successful advocacy for the inclusion of gender-based persecution in the Council of Europe on Preventing and Combating Violence against women and domestic violence (Strasbourg)</p>	<p>Refugee children were included in Djibouti's</p>
<p>In Benin, enhanced access to micro credits for parents of</p>		

<p>Enhanced protection of children, including adolescents</p>	<p>refugee students have ensured children stay in school longer (Benin)</p> <p>In SEN, the enrolment rate for primary school remained the same (250) as in 2009, as result of allocation of additional resources to support enrolment in urban areas. Transport allowances were provided to children of primary and secondary schools. Adolescents have access to secondary education (52) and to vocational trainings (109).(Senegal)</p> <p>In Myanmar, a girls' hostel programme has enabled girls to attend secondary school. In South Africa, UNHCR's efforts have led to a waivering of school fees for refugee children in government schools. In Burundi, a campaign against early pregnancy was organised in two refugee camps and pregnant girls were systematically encouraged to continue attending school. Each of these initiatives has led to an increase in enrolment levels.</p> <p>The successful advocacy with the government has resulted in the issuance in September 2010 of a Directive of the Immigration Director-General in which immigration officials are instructed to release women and children asylum seekers from detention. Advocacy with civil society and other UN agencies led to a successful joint (UNHCR/UNICEF/IOM/PMI: Indonesian Red Cross) project in one city which has granted refugee children access to education (Indonesia)</p> <p>Participatory assessment was conducted with male and female children, adults and elderly persons for the first time in the urban area of Mukalla where UNHCR has no IP or office. The assessment revealed that children have no access to school. Immediate coordination and advocacy with the authority involving the refugee community took place and children start to go to school regardless of having birth certificates.(Yemen)</p> <p>UNHCR antenna in Calais has been particularly pro-active with its partner, France Terre d'Asile, in developing protection activities targeting UASC, informing them on the asylum procedure in France and assisting them to get into the national framework for minors (France)</p> <p>Completing its biggest reception monitoring project (including visits to all 28 specialised accommodation facilities and interviews with 85 unaccompanied and separated child asylum-seekers and about 50 care workers and supervisors), the Office achieved further improvements of the reception standards e.g. through closure or renovation of facilities and strengthened complaint procedures (Austria)</p> <p>Participatory assessment and capacity building of 20 unaccompanied minors to communicate their needs and findings through workshops, meetings with government officials and participation in the youth parliament. The aim is enable them to participate in public life. While the participants meet on a regular basis, the office participated in several workshops, so as to establish direct contact between the children and UNHCR, providing input to better prepare them for upcoming events as well as to gain a deepened insight into the groups concerns (Switzerland).</p>	<p>national plan of action for child protection following long negotiations and advocacy efforts with national authorities, the Ministry of Social Affairs, UNICEF and other stakeholders (Djibouti)</p> <p>In December 2010, UNHCR revitalized the Child Protection Network, leading the Child Protection Working Group and developing the Uganda Child Protection SoPs and matrix to identify the main stakeholders in the country (Uganda)</p> <p>UNHCR has insisted on a focus on Government practices of children and other vulnerable individuals in immigration detention and has been highlighting alternatives within, and to, detention for children and families. UNHCR has also lobbied effectively with other key stakeholders in order to change the current "guardianship" of unaccompanied children laws and practices in Australia and changes of Government policy seem likely. The Regional Office has worked closely with its national private sector fundraising association to promote awareness of gender issues in refugee camps overseas - through fundraising appeals, promotion campaigns and media visits to refugee situations. (Regional Office Canberra)</p> <p>As a result of UNHCR's lobby to systematically introduce the "best interest" principle, it has taken a leading role in the project of incorporating and adapting "UNHCR Best Interest Determination Guidelines" to the different areas/procedures for dealing with Unaccompanied children in Spain (with Comillas University). Another concrete achievement has been the set of recommendations issued by the Office of the Prosecutor responsible for age assessment procedures for unaccompanied children arriving irregularly into Spain. These recommendations followed UNHCR's advice on the steps to be followed when assessing the age of children (Spain)</p> <p>There was also regular exchange with a project to encourage participatory assessment and communication of relevant issues by unaccompanied minors involving those Cantons with specific facilities for such children. In particular, information obtained through participatory assessments with the project described in this questionnaire with unaccompanied minors is used regularly in lobbying activities, and efforts are made to bring draw the attention of a wider target group to this project. Participatory assessments generally are recommended in</p>
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	<p>Fundraising with private donors interested in UNHCR's AGDM approach. For example, for enhanced education in Cameroon and Kenya for refugee girls. (Regional office for Western Europe)</p> <p>Female heads of households have been provided with additional support to meet their needs for rent food medicine and hygienic items (Regional Office Riyadh)</p> <p>The results of PA conducted in 2010 were incorporated in the PURE project, through which child protection and POCs' livelihood are being improved.(Indonesia)</p>	<p>lobbying activities.(Switzerland)</p> <p>UNHCR London conducted seven training events on BID for UK Border Authorities officials in September 2010. Gap analysis study on process, guidance and training in relation to BID was conducted and shared with government (UK)</p>
SGBV	<p>100% of SGBV survivors are provided with medical and psycho social support (Benin)</p> <p>Sensitization campaigns and SGBV monitoring are starting to have a positive impact on women's protection. Not only do women feel more confident and secure to report protection problems, also procedures to follow up, in particularly legally, are more frequently sought (Chad).</p> <p>Cases of misconduct by partners towards refugees were addressed and disciplinary measures taken to the satisfaction of UNHCR (Malawi)</p> <p>Protection through economic empowerment projects provided to women and girls with specific needs, including survivors of violence (Somalia).</p> <p>Security of survivors among asylum population is ensured through a safe house established by UNHCR in 2007 (During 2010, 10 survivors of domestic violence received UNHCR support which included lodging, legal and social counselling). Health - Psychological support is also made available at the UNHCR medical clinic. UNHCR legal partners provide necessary legal counselling and support to asylum seekers and refugees requiring support.(Armenia)</p> <p>The Mission promoted male involvement in combating GBV through an awareness raising campaign, which was conducted within the refugee population, as well as with the domicile community, so that men were sensitised as to the harmful effects of GBV. (BiH)</p> <p>Community-based Health Workers, teachers, members of youth and women associations took part in training and information campaigns in the areas of GBV prevention/response, HIV/AIDS, and SEA. It was the first time that a SEA programme was implemented as part of an information campaign targeting the entire Ali-Addeh community (refugees, local community, authorities, UNHCR staff, and partners). (Djibouti)</p>	<p>Training on SGBV issues provided to Public Security Forces, and health workers to improve overall management of cases of SGBV in Agamè refugee site Comprehensive reports on SGBV in all refugee contexts are prepared monthly and disseminated to UNHCR HQ (Chad)</p> <p>SGBV Taskforce is well trained and is conversant with standards of operating procedures which guide their response. They adequately addressed all matters related to SGBV arising from PAs. E.g. they efficiently handled sexual harassment at Maratane primary school in close collaboration with parents, students and teachers. The existing SGBV sector within the police post improved drastically the efficiency of SGBV matters within the camp. All SGBV matters were reported immediately and SGBV Taskforce ensured that the victims received assistance, counselling and appropriate health treatment as per the requirements. One sex offender was prosecuted during the reporting period.(Mozambique)</p> <p>The integration of the Comprehensive Strategy to Combat Sexual Violence into the National Strategy to Combat Gender-based Violence in the DRC as well as into the International Security and Stabilization Support Strategy constitutes a major step towards better protection of women and girls. Within the framework there are 5 pillars that are co-led by a UN agency or section of MONUSCO and a GoDRC Ministry: 1) Combating Impunity for Cases of Sexual Violence; 2) Prevention and Protection of Sexual Violence; 3) Security Sector Reform and Sexual Violence; 4) Multi-Sectoral Response for Survivors of Sexual Violence; and 5) Data Collection and Mapping. UNHCR leads the Protection and Prevention pillar together with the Ministry of Social Affairs. Protection and Prevention Working Groups have been established at the provincial level in South Kivu, North Kivu and Ituri and monthly meetings are held with consistent</p>

		<p>participation of national and international NGOs. With its leadership and coordination efforts within the Protection and Prevention pillar, UNHCR led a consolidated program for South Kivu and Ituri which focused on reinforcing the Ministry of Social Affairs in carrying out sound and effective prevention activities, ensuring continued awareness raising and capacity building through training and sensitization, and developing appropriate tools for partners to reinforce contextual knowledge and sensitization effectiveness. Throughout 2010, UNHCR has further supported SGBV prevention and response interventions across the East, in North Kivu, South Kivu, Oriental Province and Katanga with a total of 13 implementing partners, including national NGOs. While prevention activities were carried out in all the provinces with UNHCR presence, response interventions ranged from psychosocial support for survivors to access to justice programs through mobile courts.(DRC)</p> <p>Besides the implementation of SOPs, other initiatives included: i) targeted training to relevant authorities, organizations, communities and stakeholders in general; ii) signing of a relevant MOU with 39 organizations in the State of Zulia to enhance prevention and attention of SGBV . Through this committee it has been possible to overcome political obstacles bringing together institutions from all parties; iii) regular meetings of the Durable Solutions Committee were proper follow up and assistance to SGBV cases and carried out; iv) regular participation in the Interagency Gender Thematic Group supporting all initiatives of the UNS; v) active engagement and implementation of activities for the GS Campaign regarding violence against women; vi) a special programme of activities implemented during 16 days of activism; vii) active participation of the Office in Guasdalito for the establishment of the Instituto de la Mujer in Alto Apure (Women's Institute)(Venezuela)</p> <p>The SOPs for SGBV response and prevention are effectively applied by UNHCR staff and Implementing Partners. The SOPs cover support to accessing legal justice, security, health and psycho social care. The office has been able to report on information and statistics on SGBV and to analyse trends. Training on SGBV prevention and response for staff and partners was conducted (in local languages).(Kosovo)</p> <p>Weekly meetings of the SGBV panel, a monthly</p>
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		<p>coordination meeting (including the 14 agencies) held. TOT sessions for Iraqi and Jordanian women who in turn were involved in awareness campaigns among their communities. The office conducted awareness sessions on SGBV related issues for men and has a plan of TOT sessions tailored for men in 2011. Mass information campaigns on “services provided for SGBV cases” were conducted through home visits, field visits and focus group discussions. (Jordan)</p>
<p>Other groups with specific needs</p>	<p>Weekly social panel is held with persons with disabilities and older persons to discuss their concerns and identify appropriate solutions (Cameroon)</p> <p>Persons of concern with disabilities at the camp and in town were mobilised and a more formal forum was set-up by the people concerned (Djibouti)</p> <p>Twenty seven persons with disabilities and 6 elderly women were supported with income generating activities and increased access to primary and basic education achieved (Ghana).</p> <p>Under the Extremely Vulnerable Individuals (EVIs) assistance project, support has been provided to persons with specific needs in all regions of the country, such as Unaccompanied Elderly, Single Parents, Single Women, Unaccompanied Minors, Chronically Ill, Physically Disable, Mentally Ill, other Medical Cases, very Poor Families, Drug Addicts and some Special Cases among returnees and IDPs (Afghanistan)</p> <p>Since January 2008, UNHCR has an agreement with one local NGO for guidance and counselling to gay, lesbian and transgender refugees and asylum-seekers, and for awareness raising with local authorities on SGBV and LGBT groups. (Turkey)</p> <p>In 2010, UNHCR enhanced its corporation with MERCY Corps IP vis-a-vis services rendered to Persons with disabilities and older persons. The program offers a range of targeted assistance such as counselling, awareness sessions (including peer support), a home Care program where beneficiaries are visited and taken care of by Iraqi volunteers. Furthermore, provision of special equipment such as wheel chairs and hearing aids is made. In addition, UNHCR enhanced accessibility to office facilities, for instance training of guards, a special entry point and bathroom equipment. In addition, persons with disabilities and older persons who are unable to approach the office receive in-home registration and renewal of their certificates. Cash assistance SOPs were revised and persons with disabilities and older persons with destitute economic situation and with no family/social safety nets were rendered with an exceptional monthly cash assistance with the cost of one family-size more. Finally, persons with disabilities and older persons were involved in several focus group discussions be it for monitoring purposes or during the participatory assessments.(Jordan)</p> <p>Outreach team of 130 refugees (90% women) handle critical</p>	<p>Guidelines for older persons and persons with disabilities have been developed with the line ministries in 2010 and will be published early 2011. A solid strategy has been established, but funding is required especially to reach remote areas (Colombia)</p> <p>The Office ensures that persons with disabilities are able to access UNHCR services, through both outreach activities and access to UNHCR premises. A series of trainings empowered a group of women to become Community Outreach Workers. They are able now to identify and refer persons with specific needs to service providers. (Lebanon)</p> <p>The operation has established a Psychosocial and Mental Health Programme that adopts a three-fold approach: case management of the most vulnerable; an outreach counselling/psychosocial centre run by refugees; and a national capacity building project. The Programme has undergone an external evaluation by the Uppsala University of Sweden. It has been nominated as a Best Practice example as well as a One UN study for inter-agency collaboration. The programme met priority service needs in case management, outreach and national capacity building as well as developed standards and benchmarks for service provision (Syria)</p> <p>UNHCR Germany was involved in the exchange and training of the Federal Office trainees on cultural awareness, diversity and needs of refugees and offered short-term internship places to Federal Office interns and trainees to increase mutual understanding and awareness of refugee vulnerabilities. The level of diversity at the Federal Office with regard to new recruitments has risen markedly as compared to previous years; in 2010, 22% of the 149 trainees had an own migration background, as compared to 6% of the staff as a whole. (Germany)</p>

	<p>cases, such as unaccompanied elderly; persons with disability; survivors of GBV; unaccompanied children; and others. At community level, the outreach worker network is an essential mechanism to gain access to the most vulnerable population. In 2010, this role was further enhanced by shifting from a thematic concept to a geographical area concept in which members of different support groups, NGOs, partners and UNHCR joined their efforts to provide comprehensive support for vulnerable families as a whole addressing the different needs of each member.(Syria)</p> <p>Survey on persons with disabilities was conducted and a referral mechanism was established. Local partner provides support, vocational training and capacity building to persons with disabilities. Early intervention program for children with disabilities where outreach workers train and support mothers. Persons with disabilities established their own committee and actively participate in identifying persons with disabilities, disseminating information, conducting awareness raising and referring cases to IPs. They participate in monthly meetings with UNHCR, local authorities and IPs in Aden.(Yemen)</p> <p>UNHCR action led to a landmark decision in favour of the protection of homosexuals fleeing persecution in the UK (UK)</p>	
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The accountability frameworks also provide a wealth of data on how offices have managed to overcome or respond to constraints in their operational environments. For example, ‘camouflaging’ SGBV activities through livelihoods activities, conducting assessments in countries where comprehensive data collection is not permitted by the government, influencing governments who do not allow individual registration and the development of health insurance schemes.

### Annex 3. Examples of Good Practice by Bureau Directors

Examples of good leadership practice given by Bureau Directors are cited below:

#### Follow up with Representatives and other Bureau Staff

- Development and implementation of Entrenched/Non-Negotiable priorities, drawn from AGD framework mandates and in order to concretely instrumentalize the AGDM framework through to actual results and impacts.. The main part of the entrenched priorities address the most fundamental rights, safety and dignity imperatives of refugee women, particularly protection from sexual and gender-based violence. The Bureau Director pushed the entrenched priorities.
- Supervision and oversight of Representatives, where possible, through the planning exercises, the year-end reports, missions and events such as regional Representatives' meetings.
- Sending out a strong message that is understood by staff that AGD is a core priority of the Bureau Director’s personal responsibilities and that AGD sensitivity is expected from the team as a whole, in planning , resource allocation and follow-up on programme implementation and achieving results. This strong message was supported by i) personal follow up during the planning and resource allocation process to ensure the prioritization and securing of AGDM priorities; (ii) playing a visible role at field level in monitoring and validating performance and the achievement of results, for instance, during missions to the field time is spent physically monitoring the different implementation domains of AGDM priorities, asking tough questions, appreciating good performance and results, and providing relevant guidance and instructions; and (iii) referring to AGD principles at all given opportunities and practicing what is preached.
- Representatives are reminded about the importance of disaggregated data.
- Senior desk officers were requested to follow up on AGDM as an integral part of their activities by the Deputy Directors.
- AGDM incorporated into the PAMs of Senior Desk Officers and discussed during the evaluation period.
- AGDM to be incorporated into the PAMS of all Bureau Staff.
- Discussions with all Representatives to ensure they are leading the MFT and whenever the teams were found not very active a commitment and inclusion of a related objective in the performance evaluation was included.
- Discussion at the Representatives meeting and all Representatives were asked to include AGDM issues in the GNA of their country reports
  - AGDM focal points have been appointed in each side of the Bureau to encourage information exchange and best practices.
- Selection of four countries representing different contexts to model good practice, good leadership and sustained focus and follow up.

- Committing the Bureau under the AGDM Forward Plan to:
  - Publish reports on Participatory Assessments from two countries to a) inform/give visibility of the assessment conducted, b) make concrete recommendations and c) clearly identify how these recommendations/priorities were/are reflected in the countries' programming.
  - Publish a report on Best Practices of Community Outreach Initiatives in Urban Environments from two key urban operations.
  - Mainstream AGDM's core principles in Bureau's approaches and priorities and flag this up for attention in the Reps meeting in February 2011.
  - Noting the past challenges of mainstreaming AGDM in emergencies, ensuring that AGDM is taking into account in emergency response. For example, AGDM was mainstreamed into the emergency response in Kyrgyzstan and multifunctional teams interacted extensively with the affected communities in the needs assessment, rapid protection assessment, and follow up activities (a report is available)
- Bureau staff are required to systematically look into AGDM compliance when on mission in the field, including protection of women, SGBV, and child protection. Most Offices have continued capacity building and advocacy especially with NGO partners to promote AGDM in program planning, implementation and evaluation where feasible.

#### Follow up with other parts of UNHCR and donors

- The Standing Committee presentation included progress reported in AGDM in the region as well as indications of what were the main constraints.

#### Compliance with accountability actions relating to the enhanced protection of children

- Establishment of thematic working group on UASCs has given strong impetus for advocacy operations' focus on child-related issues. Similarly, the establishment of the thematic working group on integration.
- Ensuring follow up on birth registration: Most standards and indicators report indicate that all births of refugee children are registered. However, due to the dispersion of cases the births are not systematically registered. Partnerships forged with the UN can lead to positive results on this front. Budgetary limitations are one of the frequently cited reasons that prevent an enhancement of the protection of adolescents that remain an area of great concern.
- Advocacy against child detention; developing an ambitious research project on BID in the context of complex asylum-systems; fund-raising from private sector for support of that project; research into UASCs in Europe (Afghans); development of inter-Bureau and inter-agency co-operation on return of UASCs; submission of operational project to ERF for funding, project to concern UASCs in Greece, Italy and France, caught in mixed flows.
- The protection of unaccompanied and separated children, notably in the context of the "Afghans on the move", continued to be prioritized by the Bureau Director. The Bureau worked closely with the Europe Bureau, e.g. in return agreements with countries in Europe and Australia. In all offices in Asia, there has been noticeable good progress in birth registration for all children, particularly in Thailand, Malaysia, Cambodia, Pakistan, and Iran.

#### Compliance with accountability actions relating to the enhanced protection of women

- The Bureau has made it a priority to look at the needs of women in rapid protection assessments in emergency contexts
- Registration as a tool has been used in the Asia region to disaggregate information on women and analyse trends, informing programming. (For example in Pakistan, the registration and profiling of 1.7 million Afghan refugees in Pakistan, allowed for updating of vulnerability information in this exercise.) The presence of the Regional Registration Officer in Bangkok had an enormous positive impact on this, especially in ensuring that harmonized and updated systems are in place in all offices in Asia, and disseminating best practices. However, the coverage of the whole region is too much for one person which will need to be reviewed.

#### Compliance with accountability actions relating to SGBV

- Gaps identification in the protection of a particular group of women led to a presentation for the approval of senior management of a set of measures that would improve the attention given to survivors of violence and the support to the SGBV sub cluster through technical expertise on the development of case referral and management mechanisms.

## **Annex 4. Examples of Good Practice by Other Senior Managers**

Examples of good leadership practice given by Bureau Directors are cited below:

#### Director of the Division of International Protection

- Providing leadership on the 'Diversity' element of AGDM to give substance and content, both internally and externally, to the concept. This included an ExCom conclusion on disabilities, a roundtable on 'Asylum-Seekers and Refugees Seeking Protection on Account of their Sexual Orientation and Gender identity', developing Partnership Arrangements with organisations with relevant expertise such as HelpAge and Plan International.

- Sending out instructions to all DIP staff that they should include AGDM objectives or specific AGDM emphasis in their PAMS. Staff were expected to report back on progress in their annual review.
- In-house advocacy to ensure that the Code of Conduct Refresher session in 2011 is Diversity.
- Commissioning of a series of 'Need to Know' guides on Working with Diversity. These pocket-size, concise guidance booklets aim to give further definition to the "diversity" aspect of the AGD approach by setting out the essential aspects that the field practitioner needs to take into account when working with persons with disabilities, indigenous persons and ethnic minorities, older persons, and gay, lesbian, bisexual, transgender and intersex (LGBTI) persons.
- DIP developed in 2010 UNHCR's first substantive guidance on working with communities in an urban context. The guidance aims, as its main focus, to provide practical tips, many of them drawn from examples of good practice in the field, on a wide range of aspects of working to support refugee communities living in cities. The topics addressed include: engaging refugee communities; identifying urban refugees; profiling individuals and communities; providing continuous access to UNHCR; mobilizing communities and enhancing protection space. The guidance also offers a range of tips on working with national authorities, national NGOs and other national civil society entities, international NGOs and UN partner agencies.

#### Director of the Division of Emergency, Security and Supply

- Ensuring that the beneficiary security project systematically uses the AGDM methodology throughout the problem analysis, identification and implementation of solutions, and specifically addresses security issues relating to women and children.
- During 2010, DESS deployed emergency staff to 41 countries, the two major emergency operations being the Pakistan flood response and the crisis in Kyrgyzstan. Participatory assessments were conducted by the emergency teams, with a focus on collective/shared responsibilities, taking into account as an exit strategy, the capacity building of humanitarian partners and key development actors on the ground. Based on the feedback from various emergency teams, the major findings from the participatory assessments conducted were related to; food security and difficulties in accessing education, healthcare/treatment, and recreational materials, the denial of participation and decision-making powers to youth and women. High levels of sexual and gender based violence, including exploitation and abuse, were also reported from some emergency operations.
- AGDM coincides with security in the techniques of threat, vulnerability and risk assessments; specifically, that these processes must be undertaken with a conscious view to various diversity categories in order to get accurate results. Here there is congruence between AGDM and security risk management methodologies, and AGDM is therefore integrated into DESS practices. For example, an FSA in the field conducting an assessment would be expected to consider the question of vulnerability with respect to categories which include nationality, ethnic group, gender, category of contract and others. This analysis occurs in all duty stations where are FSAs are posted or sent on mission.
- The security trainings conducted by DESS also fully incorporates AGDM approaches. Attention to this area is evident in, for example, the development by GLC of an on-line e-Learning module on security for women, which is due in 2011. Another example is the instruction on security risk management practices, such as in the Security Management Learning Programme and the Security Risk Management on-line e-Learning course, as the content of these courses emphasizes the necessity of giving appropriate and proactive attention to diversity factors in conducting situational analysis.
- In 2010, DESS has renewed its attention towards the security and safety of persons of concern, in accordance with its Plan of Action for 2010-2011. In cooperation with DIP, the Division has started developing practical guidance for field staff on how to prevent and respond to more than 70 reoccurring security threats affecting persons of concern. The Manual is based on AGDM principles, strengthening the analysis of root causes and tailoring appropriate responses at the field level, in close consultation with the affected community. The Manual also includes specific chapters to address sexual assault, domestic violence, sexual exploitation and abuse, trafficking, smuggling, and other threats which are known to particularly affect displaced women and children.
- With regards to emergency preparedness and response, AGDM principles have been integrated into the e-learning module on Contingency Planning to further provide guidance for staff and partners in the field. UNHCR contributed to the e-learning module through the IASC.
- DESS has also ensured gender parity in the emergency section, which now has 50% women among the Emergency Preparedness and Response Officers (EPROs).
- AGDM principles have been integrated into all trainings conducted by DESS in cooperation with the GLC, including the Workshop on Emergency Management (WEM) and the Situational Emergency Training (SET). In the Workshop on Emergency Management, for example, AGDM is particularly highlighted in the sessions on security, staff welfare and protection. In the SET, there is a specific session on "Gender Aspects in Leadership".
- DESS and the GLC also aim at ensuring gender parity in participation. For the WEM, 44% of the participants (44 out of 100) in 2010 were women. For the Security Management Learning Programme and the High Risk Environment Situational Training in 2010, 43% of the participants were women (250 out of 590). Meanwhile, the Tokyo-based Regional Centre for Emergency Training in International Humanitarian Response (eCentre) trained 716 people, of which 45% were women.

- Keeping the AHC (O) updated about the progress made with regard to these objectives, in particular the development of the Manual on security for beneficiaries, a project which she has been personally involved, amongst other things as a key note speaker during the Workshop on Security for Persons of Concern in November 2010.
- DESS is making significant efforts to increase the number of female staff working as Field Safety Advisors, a field traditionally dominated by men. In 2010, one additional female staff member was recruited, with one more in the pipeline. Parts of these efforts are to expand the criteria for recruitment of Field Safety Advisors and to actively seek good female candidates for available posts.

#### Director of the Policy Development and Evaluation Service

- PDES takes particular care in its selection of interviewees and focus group members when working in the field. We have striven hard to ensure that PDES team is AGDM-sensitive in terms of its composition, and to ensure that all evaluation teams are diverse in nature. Particular efforts have been made to ensure that junior staff members, including interns, are given as many opportunities as possible for professional and personal development.

#### Director of the Division of External Relations

- During several missions, such as the recent mission with PRM to Asia, the Director encouraged managers to ensure that AGDM forms an integral part of all stages of the planning and implementations cycle and emphasized the importance our donors are attaching to organization-wide AGDM.
- DER ensured that AGDM was placed on the Work Programme of the Standing Committee in 2010. Conference room paper EC/ 61/SC/ CRP.14 on Age, Gender and Diversity mainstreaming and reporting on the implementation of UNHCR's AGDM strategy was thus discussed at the June Standing Committee.
- The Annual Report of the United Nations High Commissioner for Refugees to the General Assembly covering the period 1 January 2009 to 30 June 2010 A/65/12 , drafted by DER, contained a paragraph( paragraph 27) on " Age, gender and diversity mainstreaming ". The 2010 General Assembly Resolution on the Report of the High Commissioner A/RES/65/194(in Operational Paragraph 21) and the Resolution on refugees, returnees and displaced persons in Africa A/RES/65/193 (in Operational Paragraph 9), drafted jointly by DER and ExCom members, both contained operational paragraphs reaffirming the importance of AGDM in the planning and implementing of UNHCR programmes and State policies. Both resolutions were adopted by the General Assembly by consensus on 21 December 2010.
- In collaboration with other divisions and services, the Director of DER has ensured that AGDM considerations figure prominently in the instructions for the 2010 implementation instructions (e.g. IOM 007 / FOM 008 2010 and Accountability Actions for AGDM and Targeted Actions for enhancing the protection of women and girls, the protection of children, including adolescents and for enhancing response to and prevention of sexual and gender based violence.
- In addition, during the APR process and mid-term review DER paid special attention to GDM considerations.
- PSFR has continued to secure funding from private donors for specific operational needs supporting the attainment of the rights of women, the rights of children, including adolescents and persons affected by/ and or at risk of SGBV. This was achieved by seeking funding for specific projects and themes, such as support to education in Yemen, funding under the "women leading for livelihoods" programme, and for introducing solar powered street lights in refugee camps, which contributes to the prevention of SGBV. Under the sports partnerships programme, PSFR has mobilised in-kind and funding support for refugee children. PSFR continues to strengthen the thematic fundraising approach, and is currently developing at least one theme with a specific focus on persons affected by and or at risk of SGBV. Other themes such as shelter and education will also include SGBV elements, in order to seek funding and raise awareness with a view to prevent and reduce SGBV.

#### Inspector General

- Ensuring that inspections teams and participants in investigation/inspection learning programmes are diverse from both a gender and a geographical angle to convey that mainstreaming age, gender and diversity also requires an equally diverse team.
- Continuing to ensure that all inspection missions and compliance ones include meetings with persons of concern, regardless of logistical or time constraints.
- Ensuring that complaints lodged by persons of concern through the on-line mechanism established in 2009 are prioritized, tracked and followed up on, with feedback provided to the complainant.
- Ensuring that SEA cases brought to the attention of the IGO are treated with utmost priority.

#### Assistant High Commissioner (Operations)

- During the annual programme review, special attention was paid to ensuring age, gender and diversity concerns reflected in programme submissions and in the way the bureau reviews programmes.

- Requesting that country level data on accountability framework performance is used during the Troika level review of the country operation plans. This to monitor whether operations have addressed shortcomings noted in their accountability framework and to send out a strong message that there will be follow up.
- Ensures a discussion on health and education issues during all missions.
- Follow up made with Bureau Directors who were late in submitting their accountability frameworks.
- Enabled functional divisions, including DIP, to provide substantive input at country programme reviews to ensure that issues such as AGDM are integrated and adequately resourced.
- Instigating a joint AHCs- Bureau Directors meeting to discuss initial findings arising from the 2010-2011 accountability framework exercise.

#### Assistant High Commissioner (Protection)

- Overseeing the implementation of the AGDM Accountability Framework for Age, Gender and Diversity Mainstreaming and taking important steps to advance its field implementation.
- Leading broad internal consultations to identify areas where specific initiatives were needed to move AGDM forward. This process resulted in the identification of a number of specific actions to be taken by a diverse range of UNHCR entities over the course of the next two to three years. As a result, a Forward Plan for Age, Gender and Diversity Main streaming is being developed outlining key actions to be taken within eight thematic areas corresponding to the main areas in need of strengthening, as set out in the review.
- Ensuring that AGD issues are central in the context of the annual programme review and, to the extent possible, that financial and staffing allocations for 2011 are commensurate to the challenges confronting offices in protecting persons of concern.
- Overseeing the recently launched protection capacity initiative which aims at strengthening UNHCR's capacity in the area of staffing, learning and partnerships and which has targeted in some very concrete ways the shortcomings identified by the review of the implementation of the accountability framework in a number of UNHCR's offices.
- Taking the initiative to ensure that AGD issues have been made an integral component of the upcoming 60th Anniversary Commemorations. Providing direct support to seven Regional Dialogues with refugee women (and children) in India, Colombia: Jordan: Uganda, Zambia, Thailand and Finland and aimed at strengthening the ability of the Office to deliver on its protection responsibilities to persons of concern.
- Playing a catalytic role in bringing to the fore the growing phenomenon of unaccompanied minors increasingly making their way to Europe and other parts of the world through supporting a study which led to a more in depth understanding of the phenomenon and provided recommendations on the way forward and ensuring that this issue was placed on the agenda of the annual high level meetings between IOM and UNHCR which led to the setting up of a UNHCR-IOM working group (which now also includes UNICEF) whose TORs are to map on-going activities, identify gaps and urgent responses in this field.
- Advocating for the provision of essential health materials, such as sanitary napkins, for women of concern, requesting Bureaux to provide a detailed analysis of how they were meeting these targets and in case of shortcomings to outline some of the challenges they may be encountering and advocating, wherever possible, that private donations be allowed to cover any existing shortfalls.
- AGD issues have also found prominence during my missions carried out in 2010 in eight different field locations covering Africa, Asia, the Middle East and Europe. In addition to discussions with relevant governmental and non-governmental counterparts and civil society, missions have involved, where relevant, discussions with persons of concern to UNHCR.
- Reviewing, where relevant, best interest determination procedures with offices to make sure that they respond to the specific protection needs of the children concerned.
- Advocacy against the detention of children and women with a particular focus on promoting alternatives to detention with the view of extracting them from a detention environment and placing them into care arrangements.
- Facilitation of accountability framework analysis to EXCOM and to the SMC and advocating for diversity issues to be placed on the EXCOM agenda including advocating for a more accepting approach to LGBT claims.

#### Deputy High Commissioner

- Ensuring that the Annual Programme Review process requires an analysis of how shortcomings identified in the Accountability Framework for AGDM and Targeted Actions have been addressed by Bureau and country operations.
- Suggesting that DIP develop a proposal for mitigating the practice of FGM in UNHCR's refugee camps.

#### High Commissioner

- Advocating for the integration of age, gender and diversity issues in all aspects of UNHCR operations, including the issue of statelessness, particularly for women to be able to pass on their nationality to their children, for example, in the context of gender equality and prevention of statelessness. This campaign will be stepped up in 2011 in the 50th anniversary of the Convention on the Reduction of Statelessness.



- Leading an SMC discussion on addressing the gaps identified through the 2009-2010 Accountability Framework exercise and instigating the prioritization of issues for the Forward Plan currently under development.

Ensuring that AGDM related findings are included in my mission reports, which are shared with the Assistant High Commissioners, Deputy High Commissioner, Bureaux, DPSM and DIP, and for appropriate follow-up.

## Annex 5: Additional recommendations for moving forward

This section provides new recommendations and includes suggestions made by respondents in the text of their 2010-2011 accountability frameworks and during interviews conducted as part of this analysis

### Addressing constraints to performance:

**Overall recommendation:** There remains a gap in the dissemination and building on good practices. This needs to be remedied. Some operations are managing to overcome the many constraints that exist. How do they do this? What is it that works for them? Is this replicable elsewhere? How can these good practices be scaled up? This year there has been a record number of examples of good practice cited in representatives' accountability reports. These need to be analysed, understood and built upon.

Constraint	Action	Responsibility/ Duty Bearers
<b>Lack of Resources (staffing) cited by the majority of staff</b>	<ul style="list-style-type: none"> <li>There is an important lack of capacity at HQ for following up on recommendations made in this report. The cutting of the post of the Head of Section who was also the technical lead on AGDM has slowed down progress and led to a lack of follow up. UNHCR will need to explore the best option for addressing this gap.</li> <li>Continue to <b>enhance understanding and capacity through learning</b> at all levels of UNHCR, including integration of function-appropriate AGDM elements and accountability into all induction and other training modules.</li> <li>Ensure that <b>function-appropriate accountability for AGDM and AGDM skills are built into all job descriptions</b> as part of the current revision of job descriptions on the basis of the Global Management Accountability Framework.</li> <li>Explore options for ensuring that <b>age, gender and diversity skills are seen as core competencies of UNHCR staff</b>. Currently the only requirement for such skills is found under the 'Values' box in the PAMS framework. However, these values are not rated and there is no obligation to comment on the existence of these skills. There is therefore potential for conflict and inconsistency with this Framework, which lays down minimum standards of office practice for UNHCR managers. As an interim measure, consider making it mandatory to include in the PAMS of all relevant functions a standard AGD-related objective.</li> <li>Build on the experience of the Regional Dialogues with Women in order to <b>develop the PA tool</b> to enhance access on-going to persons of concern and partner engagement. Guidance is needed for working in urban situations and for conducting PA where persons of concern may fear arrest and detention. This would involve adapting the tool to local circumstances and resources, as some countries are already doing with positive results. For example, using the tool to guide all interventions with persons of concern and for participatory monitoring and evaluation rather than as a one off resource intensive 'extractive' exercise solely for the COP exercise, without necessarily using to the process to empower and engage all of those involved.</li> <li>Division of International Protection should consider starting up a web-based sharing of good practice in addressing the challenges of conducting effective, on-going dialogue with persons of concern in different contexts.</li> </ul>	<p>Executive Office</p> <p>DHRM</p> <p>Global Learning Centre</p> <p>DHRM, in consultation with senior management and relevant staff members</p> <p>DIP, Bureaux and DPSM, Representatives</p>
<b>Socio-Cultural Obstacles</b>	<ul style="list-style-type: none"> <li>HQ to <b>share good practices</b> on how to better address socio-cultural obstacles which impede full implementation of age, gender and diversity actions.</li> <li>Explore <b>options with partners</b> in order to better address socio-cultural obstacles, through advocacy, education and support to the development of an enabling environment at government level.</li> </ul>	<p>HQ</p> <p>Field Offices</p>
<b>Lack of partner engagement</b>	<ul style="list-style-type: none"> <li>UNHCR could ensure that age, gender and diversity concerns and analysis are <b>integrated in all sub-agreements and memoranda of understanding</b>.</li> <li><b>Donors should encourage multi-partner working</b> when making funds available, particularly with regard to the implementation of AGDM and targeted</li> </ul>	<p>ExCom members</p> <p>Implementing partners with follow up by relevant UNHCR</p>

	<p>actions.</p> <ul style="list-style-type: none"> <li>• <b>Link with other agencies</b> to ensure that there is a greater consistency in integrating age, gender and diversity approaches. For example, UNHCR could table a session at an Inter-Agency meeting to ensure that there is a common platform for moving forwards collectively and acknowledging that participatory assessment, the rights and community based approach and age, gender and diversity mainstreaming are the guiding principles for work. It will be important to build on the progress already made in relation to Inter-agency work, for example in the recent guidelines in relation to IDPs and natural disasters where UNHCR has a prominent role. UNHCR could also explore better how to work with local and international NGOS. Finally, it is critical for UNHCR to engage government entities. Where this has been done successfully, there have been important success indicators, as revealed in the good practice and impact section of this report (Annex 2.3).</li> </ul>	<p>Division/ operation</p> <p>UNHCR and partners</p>
<b>Lack of Financial Resources</b>	<ul style="list-style-type: none"> <li>• Ensure that an AGD approach is visible in prioritised plans. Where operations are only able to meet minimum needs, they should ensure that all groups have equal access to and are able to benefit from services. Groups with specific needs should be identified in both comprehensive and prioritized plans/ 'single' plans and targeted actions developed, as appropriate to the local context. Where resources are expressed as a constraint to compliance by Representatives this is taken into account in the Comprehensive Needs Assessment of the operation in question, and followed up on.</li> <li>• Re-assess whether minimum standards are realistic in the light of available resources and then either change the standards or re-affirm organisational commitment to meeting these along with a clear strategy for meeting them. For example, certain standards may need to be prioritised over a given time frame and should then be included in the Global Strategic Priorities.</li> </ul>	<p>Bureaux</p> <p>Troika</p>

### *Addressing weaknesses in performance:*

The framework relies on its 'cascade' effect, whereby senior managers monitor framework completion. This monitoring was, once again, one of the weakest areas of compliance for senior managers. Internal reporting up the organizational hierarchy was also one of the actions least likely to be 'fully' complied with by senior staff at HQ. This will need to be addressed, as reporting and follow up actions are necessary to provide the checks and balances that ensure that this tool provides a valid picture of UNHCR's progress in implementing its organizational commitments. Implementation of the following recommendations will ensure that these weaknesses are addressed in 2011-2012.

<b>Weakness</b>	<b>Action</b>	<b>Responsibility</b>
<b>Failure to develop strategies to address compliance gaps</b>	<ul style="list-style-type: none"> <li>• Each manager should ensure that they are <b>briefed on progress</b> on AGDM and that they, in turn, report on progress to their line managers.</li> <li>• <b>Identify</b> countries struggling to comply with accountability actions and develop actions to support them to enhance compliance rates, particularly in relation to the enhanced protection of children, including adolescents. This should be done in conjunction with the analysis of the Global Needs Assessment and prioritization exercise and using the Accountability Framework checklist provided for the APR process.</li> <li>• <b>Monitor</b> incorporation of age, gender and diversity analysis throughout the whole operational process.</li> <li>• DIP provide more on-going interaction with Bureau on the role that the field should play in implementing relevant instruments and standards.</li> </ul>	<p>All senior managers</p> <p>Bureaux in coordination with DIP and DPSM</p>
<b>Provision of leadership and oversight by Bureaux</b>	<ul style="list-style-type: none"> <li>• All Bureau strategic presentations to Standing Committee should be based on sound AGD analysis.</li> <li>• Ensure that Bureaux continue to report to the Troika on how they have ensured that shortcomings in Representatives' accountability frameworks are addressed.</li> <li>• Ensure that future GSPs explicitly refer to AGDM.</li> <li>• Create a narrative requirement in Focus that enables operations to state how they have addressed shortcomings identified in the accountability</li> </ul>	<p>Bureaux</p> <p>Troika</p> <p>DHC</p>

	<p>framework.</p> <ul style="list-style-type: none"> <li>Accountability framework reports should be automatically copied to the Bureau as well as to senior desk officers to facilitate monitoring.</li> </ul>	<p>DPSM DIP and Representatives</p>
<p><b>AGDM, MFT and PA has become an event in some operations, seen as a resource intensive one-off exercise rather than as a critical and integral way of enhancing practice and impact for persons of concern.</b></p>	<ul style="list-style-type: none"> <li><b>Ensure that AGDM is on the agenda for each main step of the planning year</b> as detailed in the Calendar for Reporting, Implementation and Planning, and notably: Annual Statistical Report, Country Report and Summary Protection Assessment.</li> <li><b>Ensure greater understanding</b> of the benefits of and need to integrate AGDM throughout the day to day work of staff.</li> <li>The narrative parts of the framework show that ‘age, gender and diversity’ is still seen by many as being synonymous with ‘women and children’. A <b>deeper understanding of the implications of gender and diversity roles</b> appears to still be missing.</li> <li><b>Awareness training</b> with staff is needed to improve the design of UNHCR’s responses to older persons and persons with disabilities in the areas of protection, shelter, non-food items, education, health and solutions.</li> <li><b>Ensure PA used by country offices in a manner that prioritises transparency around planning and resource availability.</b> E.g. through sharing examples from countries that engage in on-going, regular, locally adapted PA and where expectations are addressed as and when they arise, leading to enhanced dialogue, understanding and impact (see Annex 2, Good Practice examples).</li> <li><b>Ensure systematic briefing of new senior managers</b> as part of their induction to ensure that they are aware of their accountabilities with regard to AGDM and systematic de-briefing and completion of accountability framework by departing senior managers.</li> <li><b>Build on and distribute examples of good practice</b> given in the accountability framework, as DIP did in 2010.</li> </ul>	<p>DPSM Senior managers  Bureaux Directors with DIP and DPSM  DIP     DIP and DHRM</p>