



COUNTRY OPERATIONS PLAN

Executive Committee Summary

Country: Saudi Arabia

Planning Year: 2005

UNHCR Regional Office Riyadh, Saudi Arabia
Country Operations Plan (1 January – 31 December 2005)

Part I. Executive Committee Summary

(a) Context and Beneficiary Population (s)

• **Political Context**

The estimated population of KSA amounts to 23 million including 7 million or so foreign workers. It is the number one oil exporter in the world. Both history and geography in addition to proven oil reserves have endowed it with great potentials. Being the custodian of the two most Holy Mosques, Saudi Arabia assumed a leading role in the Islamic world. Additionally, Saudi Arabia hosts the Organisation of Islamic Countries (OIC), Islamic Development Bank (IDB) and the Secretariat of the GCC together with the AGFUND.

Kuwait, Bahrain, Qatar, UAE and Oman have an estimated population of over 4 million in addition to several millions expatriate workers including more than three hundred thousand Palestinians. Besides, there are Bedoons (stateless persons) mainly in Kuwait (113,000) and KSA (about 70,000) who live under precarious situation emanating from lack of legal status. The statelessness is being politicised because of demographic imbalance, volatile political, economic and social situation. None of the Gulf countries are parties neither to the 1954 Convention relating to the Status of Stateless Persons nor to the 1961 Convention relating to the Reduction of Statelessness.

Saudi Arabia, Kuwait, UAE, Qatar, Bahrain and Sultanate of Oman have not yet acceded to the 1951 Convention or to the 1967 Protocol relating to refugees. Consequently, there are no legislative or administrative provisions governing asylum.

The oil wealth of the Gulf Countries and lack of expertise in various fields led to the recruitment of millions of workers from all over the world. Moreover, the region became a place of choice for persons seeking better opportunities. With its geographic proximity to the less privileged hotbeds in Southwest Asia, Middle East and the Horn of Africa, the GCC States resorted to restrictive immigration policies to control illegal immigration.

During the last few years, KSA and other GCC States have demonstrated added interest to channel humanitarian assistance taking into consideration that 54% of the world refugees are Moslems. The GCC States have provided hundreds of millions US dollars in bilateral assistance to refugees and displaced persons in Afghanistan, Chechnya, Kosovo, Iraq, Liberia and other parts of the world. The bilateral delivery prompted UNHCR to persuade local donors (governments, NGOs and the private sector) to channel their assistance through multilateral channels. The Regional Representation succeeded during 2003 to attract USD 5.5 million in contributions and pledges. During 2005, more contributions are expected.

RR Riyadh's focus on 2005 would continue on strengthening the Gulf countries' adherence to refugee law principles and the improvement of the protection conditions. The ultimate goal remains the accession to the international instruments concerning refugees and the promulgation of domestic refugee laws. Despite inadequacy of resources, UNHCR would continue to efficiently expand its protection mandate to urban refugees in KSA and in the

other countries under its direct supervision (Qatar, Bahrain, UAE, Kuwait and Oman). RR Riyadh would make every effort during 2005 to improve overall protection conditions through sensitising governments, promotion of Refugee Law and capacity building.

RR Riyadh has continued on strengthening the public awareness and fund raising activities within its long-term regional integrated and systematic strategy especially in light of the humanitarian crises in Iraq and the continued repatriation and reintegration requirements in Afghanistan and Africa. This has yielded marked interest of public opinion and decision-makers in UNHCR's mandate and activities in the region. It has also allowed RR to further broaden its donor's base, standardise and streamline its co-operation with major Gulf NGOs, governments and maintain rising trend in donations received from both government and non-government sources.

Taking into account that the region has its own historic, political, economic and cultural specificity, RR Riyadh continued to mobilise resources with the view of enhancing local capacities and promoting a common vision for the entire region with regard to asylum. In addition, UNHCR continued its representations to governments to secure improved treatment for asylum seekers and refugees in term of better protection conditions and understanding of their rights and of increased co-operation with UNHCR and funding of its operations world-wide.

The official visits of the High Commissioner to both Saudi Arabia and Qatar in October 2002 and Kuwait in July 2003 continued to generate positive effect and add new impetus to RR Riyadh mission statement. In addition to encouraging governments of the region to seriously consider accession to the international instruments concerning refugees, the High Commissioner's call upon governments to link up with UNHCR and foster a partnership for alleviating the plight of refugees is being favourably considered. The partnership would further consolidate the nascent asylum institution, public awareness and capacity building. The High Commissioner's call upon governments to benefit from UNHCR as a conduit for their humanitarian contribution instead of the bilateral channels resulted in increased pledges during 2003 and early 2004.

- **Security situation**

The Regional Representation maintained co-operation with the local authorities to ensure the security and well being of the urban asylum seekers and refugees in the GCC States. In Rafha camp, the Saudi authorities provided security escorts to refugees who opted to voluntarily return to Iraq. Similarly, the Kuwaiti authorities have provided security escorts to Iraqi refugees in KSA transiting Kuwait on their way to Basra in Iraq.

- **Protection Issues**

The Regional Representation during 2005 would focus on the following protection issues:

- Promotion of Refugee Law principles and foster protection culture in the Region;
- Continue to seize any opportunity to encourage GCC countries to accede to the international instruments regarding refugees;
- Safeguard the favourable asylum conditions in the GCC countries;

- Continue to work closely with the Saudi authorities regarding the Rafha residual caseload;
- Continue to disseminate refugee law and promote principles of international protection among law enforcement officers and diplomatic institutes in the region;
- Organise a regional EMTP for Gulf NGOs and government representatives.
- **UNHCR's role**

1. Local Capacity/institution building and refugee law promotion

The presence of millions of migrant workers has led to demographic disproportion in KSA and other Gulf countries. This in turn generated a deleterious effect on policies regarding asylum. The presence of refugees is being perceived as a destabilising as well as a pull factor due to the geographic proximity to hotbeds in Africa and Southeast Asia. Therefore, the strategic objective of the Regional Representation in Riyadh was to continue to encourage Gulf countries' respect to adherence to refugee law principles and the improvement of international protection conditions, accession to the 1951 Convention and ultimately the promulgation of domestic refugee laws. Efforts in this respect have led to an increasing understanding of international protection principles and UNHCR's mandate among Governments and NGOs. This has also been instrumental on UNHCR's ability to have access to increasing numbers of asylum-seekers and to ensure better respect of refugee's basic rights.

2. Public awareness and fund raising

The Gulf region has an immense fund raising potential and is increasingly involved in the international humanitarian aid mainly through bilateral channels. Since the early nineties, the Gulf countries showed greater interest in assisting refugee's worldwide. During this period, Saudi Arabia provided hundreds of millions in US Dollars in assistance to refugees and displaced persons. Also Kuwait, UAE and Qatar channelled large contributions.

The Gulf countries humanitarian assistance to refugees remains mainly bilateral in character due to deeply rooted political perceptions and cultural practices. However, RR Riyadh resolute efforts supported by a long term regional systematic and integrated approach can influence these trends and eventually expand the returns of the fund raising process in the region. Therefore, drawing on last years accomplishments particularly the Gulf NGOs Network (GNN) fourth regional meeting in Riyadh, the third World Refugee Day (WRD) and the HC visit to Kuwait, RR's strategy in 2005 will continue to benefit from additional UNHCR visibility, stronger presence and wider acceptance throughout the region especially in light of the continuing humanitarian crises in Iraq and UNHCR repatriation and reintegration programs in Afghanistan, Sudan and horn and western Africa in order to harness greater political and financial support to UNHCR programs.

Given the marked increase in government multilateral assistance and annual contributions notably from Kuwait, Qatar and Saudi Arabia attained by RR Riyadh last year, RR will continue in 2005 to work within the proposed strategy to further increase the level of those two types of assistance. Additionally, RR will further develop its public awareness and fund raising activities to include governmental bodies and those with direct links with the civil society and Gulf NGOs capacity and social influence continued to grow. RR will further

strengthen and improve the effectiveness of its co-operation with local NGOs within the context of the Gulf NGOs Network process, encourage further involvement of NGOs in funding UNHCR programs, establish new links with additional NGOs and forge additional co-operation agreements and long term partnerships.

Notwithstanding the vast prospective of fund raising in the private sector, especially from the general public, tangible results will require substantial resources. If adequate resources could not be furnished during this period, RR Riyadh private sector fund raising activities, will consequently continue, using locally developed means including the Internet, to focus on selected leading corporations, prominent figures and foundations.

Given the strategic importance of assistance funds associated with regional organisations such as the OIC Islamic Solidarity Fund (ISF) and Afghanistan Assistance Fund (AAF) in addition to governmental and regional development funds like Kuwait Fund for Arab Economic Development (KFAED) and Arab Fund for Economic and Social Development (AFESD), RR Riyadh will increase its efforts with to develop appropriate methods for channelling assistance from these institutions to UNHCR 4Rs projects and programs.

3. Assistance and Durable solutions for recognised refugees

Rafha caseload:

A total of 4,864 refugees including the Hazara Afghans have hitherto returned to Iraq with financial and logistical support provided by GoKSA. Consequently, the Rafha camp population stands at 483 refugees. In view of this evolving situation, UNHCR is considering new parameters regarding management of the camp in view of GoKSA intention to hand over the camp management to Border Police with ostensible decreased level of assistance.

Urban refugees in the GCC States:

UNHCR faces a challenging situation where it is required to extend its protection to persons of concern to UNHCR who are not allowed to stay in the GCC countries due to their illegal status. In order to circumvent this major difficulty, UNHCR is left with no other choice than to obtain from the concerned Governments clearance for a temporary stay of recognised refugees against a commitment to find durable solutions for them outside the countries.

4. Expansion of UNHCR's protection mandate/Expanding Asylum Space

UNHCR Riyadh has been extending its protection mandate to other groups of refugees than those in Rafha camp, i.e. urban refugees. This expansion of UNHCR's mandate in the region is of crucial importance as there are a large number of persons who may be, as showed above, in need of international protection. Some Governments have, though with some reservations, agreed to that expansion.

Consultative process with the host governments and confidence-building with the local authorities have yielded promising results in this respect, enabling UNHCR to gradually ensure better respect of basic protection principles, mainly the principle of non-refoulement, to extend its access to asylum seekers in the urban context and then to carry out the necessary RSD. However, much has yet to be done in order to strengthen the foundations of the nascent institution of the International Protection in the region. One of the handicaps hindering the expansion of UNHCR's mandate in the Gulf region is the persistent lack of capacity (e.g.

human resources) on the part of UNHCR to promptly respond to and continuously follow up on arising protection needs in the region.

- **Overview of beneficiary population and/or themes**

Theme # 1 Rafha camp caseload

The Iraqi residual caseload in Rafha camp (about 483 Iraqis) has continued to enjoy temporary protection pending finding durable solutions. Following UNHCR's intervention with KSA authorities, there was significant improvement with regard the freedom of movement of refugees outside the camp. In the past, the refugees were only allowed to leave the camp for advance medical treatment or final exit to resettlement countries. As far as basic human needs are concerned, the material assistance to the Iraqi refugees in Rafha camp in terms of quality and quantity is considered the best in any refugee camp situation in the world.

Theme # 2 – Urban Caseload

The GCC States host large numbers of Sudanese, Somalis, Eritreans, Afghans, Muslim Burmese, Liberians, who after having left their first countries of asylum, were admitted to KSA under sponsorship as expatriates, are being treated as foreign workers requiring sponsorship. There are also some 17,000 or so Iraqis living in different urban parts of Saudi Arabia, who have been granted de facto asylum during the first Gulf war as well as some 240,000 Palestinian refugees, mostly holders of Jordanian, Egyptian, Lebanese or Iraqi travel documents and who do not enjoy special status by virtue of being refugees. There are also 113, 000 Bedoons (stateless) mainly in Kuwait (113,000) and 70,000 in KSA who are in need of UNHCR's mediation to seek adequate solutions to their very precarious situation. It should be noted that none of the Gulf countries is a party to the 1954 Convention relating to the Status of Stateless Persons or the 1961 Convention relating to the Reduction of Statelessness.

Theme # 3 - Promotion of Refugee Law and Capacity Building

RR Riyadh would continue on its efforts regarding promotion of refugee law and capacity building subject to availability of funds. Encouragement of accession to the international instruments regarding refugees would remain strategic objective. Accession was among the major issues the High Commissioner discussed with the leaders of KSA. While the GoKSA has demonstrated in 2002 an increasing interest in acceding to the 1951 Convention, the conclusions reached by inter-ministerial committee were not made public. It is apparent that though the governments of the region are cognisant of the importance of acceding to the instruments, the political climate within the region was not conducive for accession.

With the conclusion of an MOU with Naif Arab Academy for Security Sciences (recently renamed Naif Arab University for Security Sciences-NAUSS) on 24 March 2003, RR Riyadh would further co-operation in the dissemination of refugee law to law enforcement officials from all the GCC countries in addition to other Arab countries. Also, bilateral co-operation will include the integration of topics on UNHCR role and mandate in NAUSS curriculum, organising joint seminars and workshops and the use of NAUSS printing facilities to produce and disseminate UNHCR material in the Arabic language. It should be mentioned that RR

Riyadh has organised with NAASS in June 2002 a workshop on Refugee Law, UNHCR activities and role

Furthermore the conclusion of an MOU with the GCC Secretariat, expected to be signed in the course of the coming six-month, would no doubt put the refugee issues in the collective political agenda of the GCC counties. It would also facilitate fostering a durable partnership with the region.

At the regional level, lack of funding impeded organising a workshop, scheduled to be held in November 2002 together with the Qatar Charitable Society. The organisation of an Emergency Management Training for 2002 was not held due to financial constraints. It is hoped that funding would be available to proceed on promotion and capacity building. RR plans to enlarge its promotional activities, through in particular the organisation of Seminars and Workshops, to the whole Gulf region with a particular focus on UAE, Qatar, Kuwait and Bahrain.

Therefore, RR's objective is to continue strengthening and extending its promotional and capacity building activities in the Gulf region with a special focus on countries where there are still protection gaps and to follow up on the issue of accession to the 1951 Convention with the Saudi authorities.

Theme # 4 - Public Awareness and Fund Raising

The past decade has witnessed greater involvement of the GCC countries, particularly Saudi Arabia, Kuwait and UAE in international humanitarian aid in reflection of the growing importance of this issue to local governments and civil societies alike.

UNHCR public awareness and fund raising activities during the recent past especially last year, proved to be instrumental not only in exposing the untapped potential of the region but also in instilling better understanding of UNHCR mandate, role and activities on one hand, and stimulating unprecedented participation of governments and NGOs in multilateral humanitarian assistance on the other. Therefore, despite continued limited means and resources, RR Riyadh was able during 2003 to raise USD 5.9 million in pledges and contributions from Gulf governments, NGOs and private sources.

In Saudi Arabia, RR Riyadh capitalised on last year's breakthrough with the Saudi government significant cash contribution to UNHCR Afghanistan repatriation program, with the drawing of a large in-kind contribution to UNHCR emergency program in Liberia and a consideration to increase its annual contribution to UNHCR.

In Kuwait, RR Riyadh succeeded in drawing considerable cash contribution to the UNHCR emergency & preparedness program in Iraq from the Kuwaiti government, which also increased its annual contribution to UNHCR. Also, RR Riyadh was able to attract significant cash contribution from Kuwait Red Crescent Society (KRCS) to finance water projects for IDPs in Afghanistan in addition to an in-kind donation to the same caseload.

In Qatar, RR Riyadh efforts resulted, for the first time, in a significant annual contribution from the Qatar government. Also, for the first time, Qatar Red Crescent Society (QRCS) made an in-kind donation to the refugees in AIRuwayshed at the Jordan-Iraq border.

In the United Arab Emirates, RR Riyadh efforts with UAE Red Crescent Society (UAERCS) led to significant pledges for UNHCR projects in Afghanistan and Bosnia within the context of Sheikha Fatima Fund for refugee women and children (SFF). Also, while the annual contributions for 2001 and 2002 were secured, efforts continued with the government to increase its share.

In Bahrain, the main NGO Alaskha Society (ES) continued its support to UNHCR programs with a cash contribution to the Iraq operation. Also, the Islamic Association was the first Gulf donor to assist refugees in AlRuwayshed.

In Oman, RR Riyadh resolute efforts with Oman leading NGO, Oman Charitable Organisation (OCO) led to a substantial cash contribution to UNHCR shelter and water projects in Afghanistan.

- **Policy Issues**

The past two years were remarkable in terms of extending the protection umbrella, implementing spontaneous return in a swift and successful fashion and marked increase on fund raising activities and networking with regional NGOs. The onset of hostilities and the unfolding situation have prompted the majority of Rafha caseload to return. This partnership is all the more relevant in this region taking into consideration that 54% of the world-refugees are or hailing from Muslim or Arab countries. The partnership would further consolidate the nascent asylum institution, public awareness and capacity building. The High Commissioner also encouraged governments to benefit from UNHCR as a conduit for their humanitarian contribution instead of the bilateral channels.

RO's strategic objective in the Gulf region remains to foster such strong partnership with the local governments, which would result in widening the protection space in the Gulf region. In order to achieve these objectives, RR Riyadh plans to continue to pursue an integrated approach in undertaking promotion of Refugee law and capacity building, improvement of protection conditions, fund raising, enhancing of UNHCR's capacities in the Gulf region and finding of durable solutions.

Capacity building for NGOs

During the past decade, Gulf NGOs have increased in number and assumed larger role both in capability and contribution in international humanitarian assistance. RR's long term regional systematic and integrated approach in the region proved effective in strengthening co-operation with Gulf NGOs and increasing their political and financial support to UNHCR operations and programs. This culminated in 2001 in RR's establishment of the Gulf NGOs Network, which comprised 17 principal NGOs. GNN main objectives are to organise funding for UNHCR projects and programs, coo-ordinate field operations, set up joint activities and promote existing partnership to the implementing partnership level. RR Riyadh organised four successful meetings within the GNN process the last of which convened in Riyadh in October 2003 with the participation of DRRM. The fifth meeting is scheduled to take place in Kuwait in May of 2004.

Therefore, RR's objective in 2005 is to further build-up on achievements manifested, in the Gulf NGO Network process, increased interest in political support and funding for UNHCR programs. This is expected to be realised through institutionalised forms of co-operation with NGOs and local governments such as the establishment of a regional training center (@ Center) in Qatar, a stockpiling centre of humanitarian aid in Dubai, UAE, joint PA/FR activities and additional training and capacity building programs.

Presence and roles of other UN agencies and international organisations

In addition to the UN agencies referred to above, RR Riyadh maintains working relationally with the Organisation of the Islamic Conference OIC (MOU was signed with UNHCR on 5 July 1988) and with Islamic Development Bank IDB (MOU was extended for five more years on 29 September 1999). The other international Organisations present in the region includes ICRC, Arab Fund For Economic and Social Development, Arab Planning Institute, Arab Centre For Medical Literature and the Gulf Arab States Educational Research Centre. There are also financial institutions such as the Inter-Arab investment Guarantee Corporation and the Organisation of Arab Petroleum Exporting Countries (OAPEC) which, could be a source of funding for capacity building and training.

RR Riyadh was able to extend its co-operation with these organisations in respect of sharing of information and views on refugees at a very high level. Hence, the HC has been regularly invited to attend the ministerial and summit meetings of the OIC. The visits of the High Commissioner to KSA and Qatar in October 2002 and Kuwait in July 2003 were yet an opportunity to exchange views and encourage these organisations to put the refugee issues in their agenda. RR Riyadh would further expand its co-operation with OIC, IDB and GCC in new areas of common interest including promotion of Refugee Law and provision of assistance to refugees.

It is expected that the co-operation with the above mentioned Islamic and Arab organisations will continue to be reinforced and strengthened in the coming year. In this regard, there is an increasing awareness amongst the Gulf and Islamic leaders of their responsibilities towards the about 54% of the refugees worldwide who are of Muslim origin.

(b) Selected Program Goals and Objectives

Name of Beneficiary Population/Theme: Rafha Camp Caseload	
Main Goals: to provide protection and ensure non-refoulement and favourable treatment, monitor assistance, expedite reduction of restrictions on the camp.	
Principal Objectives:	Related Outputs:
<ul style="list-style-type: none"> ▪ Rafha caseload enjoys personal security and safety, favourable treatment, respect of refugees' rights and benefit from non-refoulement. 	<ul style="list-style-type: none"> ▪ KSA and camp authorities informed and aware of international protection standard. ▪ Refugees counselled ▪ Improved protection conditions improved camp security/reduced camp restriction. ▪ Routine visits to detention facilities and monitoring of refugee detainees.

<ul style="list-style-type: none"> ▪ Beneficiaries benefit from better health care, food, water and sanitation. 	<ul style="list-style-type: none"> ▪ Health facilities improved. ▪ Distribution of food undertaken regularly. ▪ Food basket diversified. ▪ Water treatment and water distribution systems renovated and maintained.
<ul style="list-style-type: none"> ▪ Beneficiaries have access to primary, intermediary and secondary education. 	<ul style="list-style-type: none"> ▪ With the return of the majority of the population, the camp schools were closed. Discussion with GoKSA regarding the level care and maintenance including education are in progress.
<ul style="list-style-type: none"> ▪ Spontaneous return takes place on the refugee free will and in conditions of dignity and safety. 	<ul style="list-style-type: none"> ▪ Refugees are counselled and accompanied to the border by UNHCR staff.
<ul style="list-style-type: none"> ▪ Seeking durable solution for the residual caseload. 	<ul style="list-style-type: none"> ▪ Discussions with GoKSA on the future of the residual caseload are underway.

Name of Beneficiary Population/Theme: Urban Caseload	
Main Goals: Extending international protection to persons of concern to UNHCR and expedite durable solutions for recognised refugees in the GCC States under RR Riyadh.	
Principal Objectives:	Related Outputs:
<ul style="list-style-type: none"> ▪ Conducting RSD procedures in accordance with HCR standards and updated criteria to all asylum seekers who approach UNHCR. 	<ul style="list-style-type: none"> ▪ Systematic registration and timely RSD procedure for all urban asylum seekers who approach UNHCR. ▪ Backlog elimination or else reduction.
<ul style="list-style-type: none"> ▪ Ensure non-refoulement for asylum seekers. 	<ul style="list-style-type: none"> ▪ Asylum seekers would benefit from HCR protection in terms of accessibility and logistics.
<ul style="list-style-type: none"> ▪ Availing legal counselling and UNHCR intervention. 	<ul style="list-style-type: none"> ▪ Urgent protection cases would receive adequate and timely attention.
<ul style="list-style-type: none"> ▪ Expediting durable solutions for recognised refugees in the form of resettlement or voluntary repatriation. 	<ul style="list-style-type: none"> ▪ Timely submission of RRF Files in accordance with UNHCR criteria and Follow up on travel arrangements for refugees' safe/dignified departure. ▪ Refugees will be voluntarily returned to their countries of origin safely.
<ul style="list-style-type: none"> ▪ Providing assistance to needy refugees and vulnerable asylum seekers. 	<ul style="list-style-type: none"> ▪ All needy cases are granted financial assistance. ▪ NGOs are encouraged to provide financial assistance to needy cases especially women, children upon UNHCR recommendations.

Name of Beneficiary Population/Theme: Promotion of Refugee Law and Capacity building	
Main Goals: Promote Refugee Law Principles and capacity building in the Gulf countries.	
Principal Objectives	Related Outputs
<ul style="list-style-type: none"> ▪ Better knowledge and understanding of Refugee Law principles and UNHCR mandate and tolerance to RSD carried out by UNHCR 	<ul style="list-style-type: none"> ▪ Seminars on Refugee Law would continue to be organised at national and regional levels. ▪ Training on refugee law principles were provided to high officials, local authorities and NGOs at national and regional levels
<ul style="list-style-type: none"> ▪ Strengthening asylum and protection and refugees benefit from. ▪ Refugees and asylum seekers benefit from laws and procedures in line with international standards. 	<ul style="list-style-type: none"> ▪ Ad-hoc instruction, pragmatic working arrangements on basic protection needs were promoted.
<ul style="list-style-type: none"> ▪ Governments consider accession to 1951 	<ul style="list-style-type: none"> ▪ Governments, regional organisation and NGOs

Convention and codification of national law.	<ul style="list-style-type: none"> were engaged in a consultation process. activities aiming at accession to the 1951 Convention and adoption of a refugee law policy were promoted in line with international standards
<ul style="list-style-type: none"> Develop partnership and capacity building with Government and local NGO's. 	<ul style="list-style-type: none"> EM training organised for government officials and NGOs at regional level.

Name of Beneficiary Population/Theme: Fund Raising and Public Awareness	
Main Goal (s) : Promote awareness of UNHCR role and activities and increase financial contributions to UNHCR programs	
Principal Objectives	Related Outputs
<ul style="list-style-type: none"> Political and financial support of Governments, NGOs and private sector in GCC countries to UNHCR programs 	<ul style="list-style-type: none"> Increased support and contribution to UNHCR programs and activities.
<ul style="list-style-type: none"> Develop partnership with NGOs in the Gulf region within the Gulf NGOs Network process to support UNHCR programs 	<ul style="list-style-type: none"> Stronger and more effective partnerships in supporting UNHCR activities.
<ul style="list-style-type: none"> Additional and complementary funding for UNHCR program. 	<ul style="list-style-type: none"> Increased collaboration with regional organisations, development funds/aid agencies such as OIC, IDB, ISF, AAF, SDF, KDF, ADF, KFED, AFESD etc.
<ul style="list-style-type: none"> General public informed and supportive to UNHCR mandate and activities. 	<ul style="list-style-type: none"> Enhanced and varied PI/PA tools and activities.
<ul style="list-style-type: none"> Mobilise media in support of UNHCR work and positive reporting on refugee issues. 	<ul style="list-style-type: none"> Comprehensive and diversified communication links (e.g. Internet regional Arabic Internet website) with the local and international mass media in the GCC countries.
<ul style="list-style-type: none"> Increase general public awareness and donor interest. 	<ul style="list-style-type: none"> Visibility of UNHCR in the civil society (e.g. WRD, GWA, UNHCR Day and other special events).
<ul style="list-style-type: none"> Improve perception and understanding of UNHCR activities and requirements 	<ul style="list-style-type: none"> Broad distribution network of UNHCR public awareness and fund raising materials throughout the Gulf region including the launching of a regional UNHCR Gulf NGOs newsletter.
<ul style="list-style-type: none"> Establish a regional Internet-based network and database for training 	<ul style="list-style-type: none"> Enhanced capacity building and long-term form of institutionalised co-operation with NGOs, governments, academic institutions, specialised organisations and advocacy groups.
<ul style="list-style-type: none"> Creation of a regional stockpiling centre for humanitarian aid. 	<ul style="list-style-type: none"> Increase and standardise support to UNHCR programs and institutionalise long-term form of partnership with local governments, NGOs and private sector.