Short Operational Guidance for Individual Specialized Activities

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Annex 1- Cash and Voucher Assistance to POCs

Cash-based Interventions (CBIs)

UNHCR's mandate for protection and solutions and its comprehensive and multi-sector assistance programmes make cash-based interventions (CBIs) a particularly appropriate tool for addressing the needs of refugees and other persons of concern (PoCs). Cash-based interventions have the potential to bring protection benefits through the dignity of choice, empowering people to determine their own needs and the best way of meeting them. CBIs may also reduce the operational costs associated with the delivery of in-kind assistance and, benefitting from money transfer services and new technologies, improve access to assistance.

The use of cash or vouchers, alone or in combination with in-kind assistance, is preferred in areas where markets are functional, are able to provide the necessary goods and services without causing undue price inflation, and where protection concerns allow for their use. CBIs are not indicated where markets are severely constrained, security or protection risks are great, or where government consent is not forthcoming. That said, risks can often be mitigated through good programme design, including phasing in CBIs through pilots or small amounts. CBIs can be used to meet a range of humanitarian objectives in- and out-of-camp, urban or rural settings and throughout the assistance cycle, including durable solutions.

Key coordination responsibilities
- The multi-functional team (MFT) is led by programme and protection staff and must include procurement/supply and finance staff. Depending on the objective of the cash-based intervention, sector-specific expertise will be necessary. If the cash grant is multi-purpose or unconditional, multiple sectors should be involved in determining the value of the transfer, targeting criteria and monitoring tools.
- If CBIs are widely used by humanitarian actors, there is a risk that multiple cash grants will be targeted to the same beneficiaries. Both inter-agency sector-specific and cross-sector working groups need to be organized. These should determine the objectives of the CBI, the targeting criteria, transfer value and most effective delivery mechanism, including a common delivery or "One Card" approach. In order to reduce duplication, market assessments should also be coordinated.
- Coordination with government is essential. CBIs can be politically sensitive and require government permission. Where appropriate and feasible, prioritize coordination and synergies with the host government's own cash programming (social safety nets).

Key programmatic activities
To assess the appropriateness and feasibility of using CBIs to meet humanitarian objectives, the following five steps should be considered:
1. As is customary in UNHCR programming, engage with all internal and external stakeholders. It is also critical to gauge host government and donors' willingness to support CBIs. If CBIs are to be used to meet multiple needs, including food assistance, involve key implementing and operational partners.
2. As customary in UNHCR programming, assess PoC priority needs. Include an assessment of their preferences and concerns regarding cash-based interventions and note their recommendations on how to maximize benefits and reduce risks.

3. Undertake a response analysis to determine which transfer modality or combination (cash, voucher or in-kind) is the most appropriate to meet the defined objective. Response analysis includes 6 sub-steps:

1. Conduct a market assessment to determine if the required goods and services are available locally and if PoCs can safely purchase what they need.

2. Conduct risk and benefit analyses of alternative transfer modalities (cash, voucher, in-kind), including the likelihood of risks occurring and their likely impact (severity and number of people affected). If there are no alternatives but cash, assess the likely consequences of providing no assistance. Consider risk mitigation measures, e.g. a mix of cash and in-kind, conditional CBIs, or alternative delivery mechanisms.

3. Assess available delivery mechanisms (direct cash, money delivery services including banks, pre-paid cards, smart cards, mobile money, vouchers, etc.). Consider both formal and informal financial infrastructure.

4. Assess political feasibility. If the government has concerns, involve them in the response analysis or feasibility assessment. There are materials available for advocacy addressing many government concerns.

5. Determine skills and capacity required and available for implementing CBIs, including UNHCR's own capacity and that of implementing or operational partners.

6. If conditional cash or voucher assistance is being considered, particularly to meet sector-specific objectives, ensure that sufficient technical and monitoring capacity is available.

If the response analysis (Step 3) has identified a CBI as the most appropriate transfer modality alone or in combination with other assistance, continue with Steps 4 and 5 below.

4. Design and implement the CBI referring to the Standard Operating Procedures (SOP) template and Operational Guidance.

- Determine the targeting strategy, including criteria and method.
- Determine the appropriate transfer amount given your objective(s).
- Tender for goods and services. Involve procurement. If tendering for financial services and if potentially opening a new bank account, involve HQ Treasury from the beginning, which will in turn refer to HQ Legal Affairs Service (LAS) if necessary.
- Develop residual risk mitigation strategy and tools. These should include any provisions for persons with specific needs, monitoring tools, financial reporting, and beneficiary data protection protocols.
- Develop a communication and information strategy for beneficiaries, particularly if new transfer modalities and delivery mechanisms are being considered. Design training for specific needs groups as required.

5. Monitor the process, performance and impact of the CBI in line with UNHCR's Results Framework.

- Monitoring objectives should include determining if the right person received the right amount with the minimum of difficulty, if the transfer was adequate and effective in meeting the intended objectives, and if not why not.
- Ensure effective complaints and response mechanisms to gather PoC feedback. Establish internal whistle blowing mechanisms to minimize the risk of any internal breach of the Code of Conduct.

Project partnership Agreements for implementing cash-based interventions
- Cash-based interventions can be implemented directly by UNHCR, through an implementing or operational partner, and/or through the private sector, specifically financial service providers such as banks or money transfer agents.
- UNHCR's standard Project Partnership Agreement (PPA) has been modified to accommodate CBIs, as has the Tripartite Agreement between UNHCR, WFP and third parties (non-governmental organizations, NGOs). Model contracts and clauses are available for contracting financial service providers, and include data protection.

Tools and techniques for assessment and monitoring

Planning and Assessment	Additional Information
Market and financial services assessment	A wide range of tools is available at the Cash Learning Partnership (www.cashlearning.org).
Household socio-economic surveys and questionnaires	Examples of household survey tools are available from DPSM and include information on household demographics, income and expenditures, living conditions, asset holdings, coping strategies, etc.
Monitoring	**Additional Information**
Post-distribution monitoring including protection-related benefits and risks	Includes process, performance and impact. A wide range of tools is available at the Cash Learning Partnership (www.cashlearning.org).

Key partnerships
- Government: Relevant ministry/ministries depending on sector.
- United Nations: The WFP and UNHCR Memorandum of Understanding (MoU) includes references to the use of cash and vouchers to meet food assistance needs. Sample Letters of Understanding (LoUs), road maps, and shared SOPs are also available from DPSM/Cash Section.
- International NGOs: Other UNHCR partners with cash-based intervention experience include Danish Refugee Council, International Rescue Committee, Norwegian Refugee Council, Oxfam, Save the Children, World Vision, and others.
- Other: The World Bank has also supported UNHCR in undertaking refugee household socio-economic surveys. The Cash Learning Partnership (CaLP) and Markets in Crisis d-groups are active communities of practice sharing ideas, experience and learning.

Potential role of partners in design, implementation, and monitoring of CBIs			
	Planning/Design	Implementation	Potential partners[1]
Market performance	Demonstrate market capacity through analysis: supply of goods/services, capacity of goods/service providers.	Monitor supply, price fluctuations, beneficiary perception of market and service provider performance.	PoCs' opinion, early warning services, government, UN, NGOs, private enterprise, development actors
Delivery mechanism	Understand beneficiary experience and preferences. If implementing, competitive tender for financial services, and contract in line with UNHCR financial and data protection requirements.	Monitor beneficiary experience and satisfaction, and effectiveness of service provider.	Financial service providers (FSP), NGO, UN, UNHCR
Targeting and verification	Analyse target group and agree upon targeting criteria and method.	Verify the correct beneficiary is receiving the correct transfer (type and amount).	PoCs' opinion, local and refugee administration, NGOs, UN, UNHCR, Joint IDP Profiling Services (JIPS)
Risk analysis and mitigation	Undertake beneficiary, programme and financial risk assessment and design risk mitigation plan.	Monitor and report on protection risks and benefits.	PoCs themselves, government, security personnel, NGOs, UN
Monitoring and reporting	Establish monitoring and reporting framework. Consider common monitoring with other partners implementing similar CBIs.	Monitor and report according to agreed-upon process, performance and results indicators.	Academic institutions, private consulting firms, NGOs
Complaints mechanism	Establish complaints and response mechanisms acceptable to beneficiaries and communicate procedures to beneficiaries.	Report on common complaints and actions taken.	Refugee and local administration, NGO, UN, UNHCR
Coordination	Ensure needs as defined are agreed to and response is coordinated. Clarify target group. Fill gaps and reduce duplication. Ensure transfer value and delivery mechanism are in line with recommended rates and methods, considering efficiencies gained through common delivery mechanisms. Maximize synergies		National and local administration, NGO, UN, UNHCR

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[1] Depending on type of CBI, context and local capacity.

> with host government, UN and NGO partners.

Private sector:
- Financial Service Providers (FSPs) such as banks, money transfer agents, remittance companies, microfinance institutions, mobile phone companies.
- FSPs must be selected through competitive bidding and are bound by contractual arrangements.
- They are key partners in the delivery of assistance, but contracts can equally include components related to verification, risk mitigation or process and performance monitoring.
- Seek HQ LAS input before concluding contracts.

Key policy, strategy and guidance documents

- Operational Guidance for Cash-Based Interventions in Displacement Settings (UNHCR, 2014). *http://reliefweb.int/sites/reliefweb.int/files/resources/54d387d14.pdf*
- CBI Standard Operating Procedures Template (UNHCR, 2014) – ANNEX 1 of the Operational Guidance.
- IOM/017-FOM/017/2013 – An Introduction to Cash-based Interventions in UNHCR Operations (UNHCR, 2013) *http://www.unhcr.org/515a959e9.pdf*
- Market Analysis in Emergencies (CaLP 2012, *http://www.cashlearning.org/resources/library/257-market-analysis-in-emergencies*)
- Minimum Requirements for Market Analysis in Emergencies (CaLP, 2013, *http://www.cashlearning.org/resources/library/351-minimum-requirements-for-market-analysis-in-emergencies*)
- Cash Transfer Programming in Urban Emergencies: A Toolkit for Practitioners (CaLP, 2012, *http://www.cashlearning.org/resources/library/251-cash-transfer-programming-in-urban-emergencies-a-toolkit-for-practitioners*)
- E-transfers in emergencies: Implementation Support Guidelines (CaLP, 2013, *http://www.cashlearning.org/resources/library/390-e-transfers-in-emergencies-implementation-support-guidelines*)
- Protecting Beneficiary Privacy: Principles and Operational Standards for the Secure Use of Personal Data in Cash and e-Transfer Programmes (CaLP, 2013, http://tinyurl.com/odzqxbm)
- Coordination and Cash Transfer Programming (CaLP, 2014, *http://www.cashlearning.org/resources/library/407-coordination-and-cash-transfer-programming*)

For further guidance and operational support, please contact DPSM/Cash-Based Interventions Section (CBIS) at hqcash@unhcr.org.

Annex 2- Livelihoods

Self-reliance is the social and economic ability of an individual, household or community to meet basic needs (including protection, food, water, shelter, personal safety, health and education) in a sustainable manner and with dignity. Self-reliance, as a programme goal, refers to developing and strengthening livelihoods of persons of concern (PoCs), and reducing their vulnerability and long-term reliance on humanitarian or external assistance. By becoming self-reliant, displaced populations lead active and productive lives and are able to weave strong social, economic and cultural ties with their host communities.

UNHCR is committed to protecting the skills and productive assets that displaced people carry with them, to build the capacities they might need in a new environment, and to broaden opportunities in this new environment. This guidance note derives from "Livelihood Programming in UNHCR: Operational Guidelines, UNHCR 2012" (see references).

Key coordination responsibilities
- Avoid the provision or creation of parallel services. Use advocacy and capacity building measures to enhance refugee access to private and public services and institutions that can boost livelihood development and self-reliance. This should be achieved through investing in and building the capacity of local institutions, thus allowing them to provide quality services to both locals and PoCs.

- Develop area-based approaches in settings with high numbers of PoCs. Invest UNHCR resources in local services and institutions willing to accommodate PoCs and/or attract them to offer their services in those areas.

- Contribute to local development plans and processes such as national Poverty Reduction Strategy Papers (PRSP), the Consolidated Appeals Process (CAP), the United Nations Development Assistance Framework (UNDAF) and other mechanisms with the objective of advocating for and raising awareness of livelihood development for PoCs and the surrounding local population.

- Increase interaction with refugee communities on a regular basis by organizing outreach activities and informing communities about their livelihood support options.

Key programmatic activities
- Advocate the right to work and the removal of any legal barriers to self-reliance under UNHCR's protection mandate and other relevant human rights treaties.

- Conduct a market assessment and convene internal and external stakeholders around its results to jointly identify market based livelihood support opportunities. Choose a multi-functional team approach (MFT) and include all relevant UNHCR sectors and external stakeholders.

- Use quality data to guide programme strategies, obtained through comprehensive livelihood assessments that identify: a) The policy environment and social or political processes that enable or

inhibit access to work and other livelihood opportunities; b) Diversity in the refugee population, in terms of their socio-economic status disaggregated by age and gender; and c) Institutions and programmes that support or can potentially support livelihood development and create economic opportunities in the hosting areas.

- Develop a comprehensive multi-year strategic plan and coordinate its implementation, monitoring and evaluation according to the comparative advantage of different partners and stakeholders.

- Target livelihood support on the basis of socio-economic profiling (baseline assessment) as early as possible. Match programme interventions with corresponding levels of livelihood capacity and needs identified among the refugee population, as well as the demands of the market.

- Targeted interventions should support entrepreneurs and skilled PoCs, and promote the skills and experience of youth and women exposed to protection risks associated with the lack of formal employment opportunities. "Graduation approaches", which match support with an individual's capacities and adapt as their skills and assets develop, are strongly encouraged.

- Assist PoCs in becoming self-reliant, including during the emergency phase. Cash, vouchers, food and rental assistance provided by UNHCR and partners should be short-term and conditional and gradually lead to self-reliance activities as part of longer-term development. A policy dialogue with Governments should be initiated to influence restrictive laws and directives.

Tools and techniques for assessment and monitoring
- Regularly monitor and evaluate progress towards programme objectives and expected outcomes in view of a gradual disengagement from direct support, a necessary shift of strategy and approach as well as resulting resource requirements. Monitor changes in both PoCs' livelihood development and the institutional and policy context and identify households and individuals able to avail themselves of local services, employment or self-employment opportunities with reduced UNHCR/partner assistance.

- Develop a phase-down and hand-over plan within the comprehensive strategic plan by gradually adjusting programme and budget targets, with the main purpose of: a) Shifting UNHCR's interventions from resource-intensive grant-based support to longer-term livelihood support; and b) Reducing the number in need of assistance and livelihood support through the attainment of self-reliance. Please see tools under links below.

Key partnerships
- Food and Agriculture Organization of the United Nations (FAO)
- International Fund for Agricultural Development (IFAD)
- International Labour Organization (ILO)
- United Nations Development Programme (UNDP)
- World Bank
- World Food Programme (WFP)

- Women's Refugee Commission (WRC)

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i　Key policy, strategy and guidance documents

- UNHCR's Global Strategy for Livelihoods, UNHCR 2014 http://www.unhcr.org/530f107b6.html

- Investing in Solutions: A Practical Guide for the Use of Microfinance in UNHCR Operations, UNHCR 2011, http://www.unhcr.org/4eeb17019.pdf

- Livelihoods Assessments and Strategies: Template, Checklist and Guiding Principles, UNHCR

- Operational Guidelines on the Minimum Criteria for Livelihoods Programming, UNHCR 2015 http://www.unhcr.org/54fd6cbe9.pdf

- Livelihood Programming in UNHCR: Operational Guidelines, UNHCR 2012 http://www.unhcr.org/4fbdf17c9.html

- Urban Livelihoods: Operational Guidelines, UNHCR 2011, http://www.unhcr.org/4eeb19f49.pdf

- Private Sector Agreement Template, https://intranet.unhcr.org/intranet/unhcr/en/home/protection_and_operational/livelihoods/tools-and-templates.html

- Transfer of Ownership Agreement (Revolving Fund), http://www.unhcr.org/4eeb17019.pdf

- Building Livelihoods: A Field Manual for Practitioners in Humanitarian Settings, Women's Refugee Commission, 2009. *http://womensrefugeecommission.org/programs/livelihoods*

- EMMA: Emergency Market Mapping & Analysis, Introduction and Overview of the EMMA Toolkit, 2011. *http://emma-toolkit.org/get/download/*

- Small Enterprise Education and Promotion (SEEP) Network: Minimum Economic Recovery Standards, Second Edition, 2010. *http://www.seepnetwork.org/minimum-economic-recovery-standards-resources-174.php*

For further guidance and operational support, please contact DPSM/Livelihoods Section at hqliveli@unhcr.orgs.

Annex 3-Buidling, Shelter and Construction

Shelter and Settlement

The provision of shelter and settlement is one of UNHCR's institutional priorities. It is a fundamental human right recognized under Article 11 of the Covenant on Economic, Social and Cultural Rights. Shelter is a critical determinant for survival in the initial stages of a disaster, and providing adequate shelter is one of UNHCR's global strategic priorities. Beyond survival, shelter is necessary to provide security, personal safety- especially of children, women, and other people with specific needs, and protection from the climate and to promote resistance to ill health and disease. It is also important for human dignity, to sustain family life and to enable affected populations to recover from the impact of disaster. However, shelter cannot be looked at in isolation; any response must consider the settlement or the context in which the households are sheltered. Swift response at the time of the disaster is paramount, but the quality of the response is equally important to ensure protection against SGBV and ensure a positive impact on individuals, especially on those with specific needs like elderly and people with disabilities.

UNHCR's first Global Strategy for Settlement and Shelter was launched in early 2014, providing a global framework and strategic direction for UNHCR operations worldwide for the next five years. The Strategy focuses on two mutually-reinforcing objectives that aim to improve the living conditions of PoCs seeking protection and assistance in both rural and urban settings.

As outlined in the strategy document, the first objective is to enable PoCs to have access to secure settlements where they can live in dignity, with fewer socio-economic vulnerabilities and an improved quality of life. The second objective is aimed at ensuring access among PoCs to shelter solutions that provide privacy, security, protection from the elements, and a sense of home.

Key coordination responsibilities

In refugee situations, UNHCR is the global reference lead agency for delivering shelter and settlement relief in emergency operations. UNHCR brings together partners with a broad range of organizational and varying skills, including:

- Governments and their technical departments (such as the line Ministries of Planning, Infrastructure, Public Works, Social Work and Housing)
- Specialized governmental agencies such as the Swiss Agency for Development and Cooperation (SDC)
- The UN system (more specifically UN-Habitat, and UNWRA)
- Inter-governmental organizations such as the International Organization for Migration (IOM)
- Non-governmental organizations such as: Acted, Care, Danish Refugee Council (DRC), Habitat for Humanity, Handicap International, Intersos, International Rescue Committee (IRC,) Medair, OXFAM, the Norwegian Refugee Council (NRC),), and Save the Children
- The International Red Cross and Red Crescent Movement (ICRC and IFRC)
- Academia
- The private sector

The refugee coordination model (RCM) is a flexible and adaptable mechanism allowing UNHCR to deliver effective assistance to PoCs. It applies in both stand-alone refugee and mixed operations. It encourages a pragmatic use of existing coordination structures where clusters can deliver for PoCs or sectors can deliver for internally displaced persons (IDP's).

As a result of the Humanitarian Reform process (2005), UNHCR was called upon to lead the Shelter Cluster in conflict-generated crises, taking the responsibility to guide global shelter strategy, to remain accountable for timely delivery of adequate shelter assistance, and to ensure the last resort role in shelter provision.

UNHCR provides leadership and coordination for settlement and shelter responses in both refugee and conflict-related IDP situations. Together with the IFRC, UNHCR co-leads the Global Shelter Cluster and, working with partner agencies, plays an important role in ensuring implementation of the IASC Transformative Agenda. The IFRC leads the Shelter Cluster in disaster situations while UNHCR leads it for conflict-generated internal displacement.

The ever evolving nature of shelter technology and materials requires a constant investment in research and development in order to identify a variety of shelter solutions adapted to different climates and situations. These can range from innovative shelters such as the Refugee Housing Unit (RHU) developed in collaboration with the RHU AB and the IKEA Foundation, to developing a new self-standing tent within the context of the Inter-Agency Technical Committee composed of UNHCR, IFRC and ICRC. UNHCR will continue to reach out to both academic and private entities worldwide to expand shelter solutions available to PoCs, with a specific focus on the use of local materials and designs.

Building technical capacity for settlement and shelter within UNHCR and partner organizations is one of the cornerstones of the 2014 Global Strategy. In a bid to expand the pool of both national and international specialists, UNHCR is scaling up its sectorial training initiatives and collaborating with entities such as SDC and academic institutions to ensure participants benefit from a broad range of knowledge and expertise.

Key programmatic activities
- Strengthen UNHCR's engagement in ensuring that settlement strategies are embedded in contingency planning processes and preparedness plans
- Enhance UNHCR's capacity to deliver a combination of settlement options
- Promote the Master Plan concept that will be applied while designing and developing settlements
- Strengthen capacity to address housing, land and property issues
- Enhance UNHCR's capacity to establish shelter strategies
- Strengthen UNHCR and partners' shelter responses
- Support research and development of alternative shelter solutions
- Ensure sufficient focus on shelter solutions in urban settings

   Notes:

   - Decisions on site selection and camp planning are very difficult to reverse. Therefore, seek technical support before decisions are made.

- Avoid high population density congestion in settlements and in accommodation
- Take into account demography of the groups and Age and Gender issues, in order to ensure special shelter needs or vulnerabilities are prioritized
- Use a bottom-up planning approach, beginning with the smallest social units, preserving traditional social arrangements and structures as far as possible
- Refer to the UNHCR Handbook for Emergencies for relevant standards

Tools and techniques for assessment and monitoring

- Make sure that participatory approaches and Age Gender & Diversity Mainstreaming (AGDM) are applied throughout the programme cycle so as to include PoCs' views and needs and to enable their active participation in the implementation process;
- House and land property rights are embedded in the development of shelter and settlement strategies;
- Carry out cost benefit analysis so as to facilitate an efficient transition from emergency solutions to more durable ones, especially when PoCs live in a protracted displacement situation;
- Undertake market surveys in coordination with supply and logistics teams to determine the availability and unit cost of local construction materials for the development of alternative shelter solutions to tents at the earliest stage possible;
- Map distribution of shelter and Core Relief Items (CRIs) in an excel spreadsheet, indicating existing coverage and planned distribution by UNHCR and partners;
- Undertake analysis of all phases of the ordering, storage and distribution cycle to analyse existing needs and gaps in terms of coverage;
- Ensure full support is always provided and resources are available for monitoring including monitoring and technical support missions, deployment and/or recruitment of specialized human resources;
- Directly carry out shelter (initial, rapid or needs) assessments or work through partners such as REACH at all stages of the programme cycle;
- Use the emergency shelter and settlement emergency response checklist developed by the Shelter and Settlement Section (SSS) to assist with gap analysis and shelter / settlement contingency planning;
- Use the preparedness package for refugee emergencies (PPRE), to which SSS contributed, containing minimum preparedness actions and advanced preparedness actions (APA) and tools when carrying out contingency planning;
- Ensure the negative impacts of shelter programming, such as environmental degradation and inflationary impact on housing rental markets, are mitigated by carrying out appropriate monitoring and evaluation exercises throughout the shelter programming cycle;
- Ensure a participatory system to ensure equal access to shelter and monitor the quality and safety;
- Communication campaign.

Key partnerships

- SSS utilizes and maintains strong links with traditional partners such as the International Federation of the Red Cross/Red Crescent Societies (IFRC), the United Nations Human Settlements Programme, the Interagency Standing Committee (IASC) the International Organization for Migration (IOM) and the general NGO community;
- SSS is engaging in dialogue with the private sector, academia, architect boards and sectorial national networks. For example, on the Master Plan Concept promoted in the Global Strategy, UNHCR has

established a partnership with Stanford University and Ennead Architects to develop tools that could assist UNHCR and partners when establishing new refugee settlements;

- UNHCR closely works with governments including relevant technical departments capacitated to provide specialized expertise and consideration of existing national standards;
- UNHCR has standby agreements with the following organizations working in the shelter and settlement sector: Canadem, CDC, DFID, DRC, DSB, Emergency.lu, IHP, Irish Aid, MSB, NRC, RedR Australia, Save the Children Norway, SDC/SHA, THW Germany, Veolia Environment foundation and White helmets commission;
- In addition, within the Global Shelter Cluster, UNHCR coordinates and works with numerous agencies the current strategic advisory group consisting of members from the following agencies: ACTED, Australian RC, CARE, Habitat for Humanity, IFRC, Interaction, IOM, NRC, UNHCR, UN Habitat, WVI.

Key policy, strategy and guidance documents

- 2014-2018 Global strategy for settlement and shelter, http://www.unhcr.org/shelterstrategy

- UNHCR Handbook for Emergencies (2007, Third Edition),
  http://www.unhcr.org/publ/PUBL/471db4c92.html

- The Sphere Project, The Humanitarian Charter and Minimum Standards in Disaster Response (2011 Edition),
  http://www.sphereproject.org/component/option,com_docman/task,cat_view/gid,70/Itemid,20 3

- UNHCR Core Non-Food Items Catalogue (2012 Edition), http://www.unhcr.org/4d1b34b79.html

- Global Shelter cluster website and references : https://www.sheltercluster.org/

- Transitional Settlement and Reconstruction after natural disaster (UNOCHA, 2008, field edition),
  http://sheltercentre.org/sites/default/files/TransitionalSettlementandReconstructionAfterNatur alDisasters.pdf

- Standards & Indicators in UNHCR shelter Operations,
  https://intranet.unhcr.org/content/intranet/unhcr/en/home/executive_direction/official_policie s/iom-foms/2010_iom-foms/iom06310/_jcr_content/mainpar/9486/multidownloadItems/95926/file/file.res/IOM063_F OM063_2010_Appendix_5_Results_Framework_2010-10-12.pdf

- Housing and Property Restitution for Refugees and Displaced Persons Handbook (UNHCR, UN-Habitat, etc. 2007), http://www.unhcr.org/refworld/docid/4693432c2.html

- Handbook for the Protection of Internally Displaced Persons (UNHCR, December 2007),
  http://www.unhcr.org/4c2355229.html

- *Selecting NFIs for Shelter (UNHCR, IFRC, 2008),*
  http://sheltercentre.org/sites/default/files/Selecting%20NFIs%20for%20Shelter_0.pdf

- *Shelter Project (UNHCR, IFRC, UN-HABITAT) edition 2008, 2009, 2010, 2011-12*
  http://www.sheltercasestudies.org

- *Participatory Assessment in Operations (UNHCR, 2006),* http://www.unhcr.org/450e963f2.html
- *UNHCR emergency portals,* http://data.unhcr.org/
- *UNHCR's information management portal,* http://data.unhcr.org/imtoolkit/
- *UNHCR Policy on Alternatives to Camps, http://www.refworld.org/docid/5423ded84.html*

For further guidance and operational support, please contact Shelter and Settlement Section at HQSHELTER@unhcr.org

Annex 4-Food and Non-food Item Distribution

Very often, especially during an emergency, food and non-food item distribution is an important part of the immediate assistance to those who flee. Providing commodities necessary for life to displaced populations in a coordinated, fair and organized manner, while strengthening their coping mechanisms, and taking account of their specific needs, cultural values, and the environment and physical context are important tasks.

In emergencies, various actors may distribute non-food items, making it difficult to organize distribution in a manner that is fair and ensures that all needs are met.

Key coordination responsibilities
While organizing and implementing the distribution of food and non-food items the following underlying principles and standards should be maintained:
- Ensure that no distribution is organized without prior consultation, coordination between partners, PoC and UNHCR, to avoid duplication.
- All categories of PoCs (male and female, children, the elderly) will be consulted and will participate in the design of distribution systems.
- No assumptions will be imposed with respect to the family size, structure, or needs of PoCs.
- Persons who are at risk or who have special needs will be prioritized and monitored.
- All PoCs will benefit equally and fairly from commodity distribution according to their needs.
- PoCs will receive detailed information about the content of distributions, and when and how distributions are made.
- Women will participate on equal terms in distributions and their management.
- Distribution of commodities will be coordinated with the wider humanitarian community.
- The security of both PoCs and staff who run distributions will be assessed and taken into account.
- At the start of crises, distributions will take place quickly, to save lives and prevent distress.
- Commodities will be distributed in a manner that promotes self-reliance, livelihoods and durable solutions.

Key programmatic activities
1.   Establish a coordination mechanism
When establishing a coordination mechanism, consider whether you are dealing with a refugee crisis or an IDP crisis or a mixed situation.

2.   Conduct assessment to select commodities and distribution modalities
- Conduct a desk review of secondary data. Review past experience, information about local cultures, studies of the crisis (origins, context, nature), and data on the displacement, to identify information gaps and priorities.
- Conduct a needs assessment.

As commodities are used across all sectors, the assessment should be joint and multi-sectorial.

Some items may be distributed without conducting a needs assessment, based only on a review of secondary data; some goods may also be distributed while an assessment is finalized.

Where possible, assessments should adopt a mix of methodologies: direct observation, interviews with key informants, and focus group discussions. This approach makes it possible to compare cross-cutting information from various sources, and to gain rapidly a relatively complete picture of what commodities PoCs need.

- **Observation**. Identify coping mechanisms, and materials and resources that are already available.
- **Key informants**. Key informants can identify items that are locally available, or that have been received, and cultural and environmental concerns.
- **Focus groups**. Focus groups permit PoCs to participate in designing the response. They can help to identify the most appropriate commodities for distribution, provide samples to choose from, etc. When you organize focus groups, adopt an AGD approach.

Select commodities by joint analysis via the established coordination forum
- Consider, when selecting commodities for distribution, the needs of all affected people, including persons who have been displaced, , girls, boys, women, men, of all age and gender and specifically groups exposed to particular risk (elderly, UM/SC, people with disabilities.
- Assess the quality of each item and the quantities required.
- Determine which commodities can be purchased locally and which need to be procured abroad.
- Decide on priority items and agree on a timetable for their distribution and replenishment.
- Identify and develop a common information campaign to inform beneficiaries.

3.   Advance preparations
Information requirements
Ideally, distribution should be carried out after a full participatory needs assessment has taken place with the involvement of the affected population, and when the size and demographic characteristics of the PoC population have been (approximately) defined. In emergencies, however, assessments are frequently delayed, and distributions may begin in less than ideal conditions.

During distribution, a record of who has been assisted and what they have received should be kept. One practical technique is to punch PoCs' ration cards (if these have been issued). It is important to make sure that all the organizations involved in distribution use similar and compatible recording methods.

Ideally, a registration list of all PoC households should be compiled. It should indicate the family's size, their gender breakdown, their ages (0-5, 5-11, 12-17, 18-59 and above 60), and their specific needs.

If registration has not been carried out, community leaders should be identified and invited to act as focal points during registration. A random check of the lists prepared by them can be done to ensure the information is accurate.

If registration is not feasible, work with community leaders to help to identify individuals who should be prioritized for distributions, as well as individuals and families who have not yet been assisted.

Types of distribution systems
The choice of distribution system to be adopted is important. The choice will be influenced by the resources that are available in the country, and the capacity of the government, partners and beneficiary representatives, for distribution of commodities effectively to households that need them.

The table below reviews the main distribution systems, indicates their strengths and weaknesses, and the situations for which they are suitable.

	Distribution through representatives of large groups	Distribution through the heads of smaller groups of families	Distribution to individual heads of families
Method of distribution	Commodities are given in bulk to a representative of a large group of PoCs.	All the commodities for a group of families are given to a representative of the group. The group is relatively small (no more than 20 families).	Commodities are given to each family head.
Situation for which the method is appropriate	During the very early phase of an emergency, when registration has not been conducted and mass influxes involve large populations.	When the situation is stable and a list of PoCs is available.	When the situation is stable and registration has been conducted.
Strengths	• Quick and easy in the early phase of an emergency. • Low cost. • No registration data are needed.	• Lower risk of abuse compared to first method. • Increases community participation, particularly of women.	• Better control over the number of PoCs assisted. • Easier to monitor. • It is easier to ensure equitable distribution. • Groups at special risk are identified.
Weaknesses	• Risk of abuse if social structures are broken or inequitable. • Focuses responsibility on leaders.	• A list of beneficiaries is needed. • Tension can occur between group members and their traditional leaders.	• Expensive and resource intensive. • Little participation by PoCs.
Prerequisites for successful use	• Good understanding of the social and cultural dynamics. • Spot checks and monitoring to ensure	• Heads of groups must be chosen by PoCs. • Spot checks and monitoring to ensure that distribution is	• Registration and entitlement cards.

	that distribution is equitable. • A strong information system and an effective complaint mechanism.	equitable. • A strong information campaign.	

Tools and techniques for assessment and monitoring

Selecting distribution centres

The number of distribution centres and their locations will be determined by a number of factors, including the number of PoCs and the number at each site, their locations and the distance between each location, and the availability and location of resources (warehousing and means of transport).

Distribution centres must be identified and planned, and a distribution flow designed. A distribution centre should have one entry, a waiting area, a reception area, a distribution area, and an exit. Special arrangements have to be made for person with specific needs (pregnant women, elderly, and people with disabilities).

Ideally, centres should be within walking distance of PoCs who will receive distributions. If this is not possible, the arrangements for transporting PoCs to and from the distribution centre must be assessed in every aspect. Distribution centres should have enough latrines and water sources, for the distribution team as well as PoCs.

To minimize disruption of distributions, centres should not be located in crowded places, such as markets, hospitals, or schools.

Planning, frequency and scheduling

A distribution plan needs to consider PoCs' interests, logistical constraints, the form and frequency of distributions, the number of individuals who will receive distributions, and the resources available.

If stocks are sufficient, distribution to all PoCs at once should be considered. This minimizes the cost and effort for the distributing agency. It is also a more convenient arrangement for PoCs in urban areas who have far to travel.

Delays or shortfalls in procurement should nevertheless not delay the start of distribution. A phased approach can be adopted, which prioritizes the most urgent distributions and the needs of groups at high risk. A second round of distribution can then follow.

A distribution schedule needs to be designed carefully. It should include a clear schedule of working hours and set a realistic distribution target (in terms of the number of people served per day). The schedule should be shared with logistical focal points (warehouses and transport) to ensure that commodities can be prepared and delivered as planned.

Information campaigns

Information campaigns are vital to inform PoCs before distribution about what will be distributed, how, when, and to whom. A range of channels, including community leaders and an information board, can be used with the aim to reach 100% of those who require assistance.

During an information campaign, it should be clearly indicated that:
- Distribution is free of charge.
- How PoCs can report any abuses by the staff who manage distributions.
- Who will receive the commodities that are to be distributed, and selection criteria (if relevant).
- What items PoCs are entitled to receive (in terms of quality and quantity).
- When distributions will occur (date and time).
- The location of distribution centres and the areas (populations) that each will cover.
- How distributions will be organized and how those who receive distributions should behave.
- The purpose and use of the items distributed (to avoid misuse or undesired effects).
- When future distributions are planned, and their frequency, so that PoCs can plan ahead.

4.   Distribution

Before starting the distribution it is important to ensure there are crowd control measures in place. Recommended steps:
- PoCs listed to receive distributions, and those with specific needs, are called into the reception area.
  - In the reception area, they are verified against the distribution list or (if appropriate) their ration card number.
  - After verification, they enter the distribution area.
  - They receive the items to which they are entitled and sign for them (or leave a thumb impression).
  - Ideally, they also receive a receipt; this can be done by punching their ration or entitlement card (if one has been issued).

Households or individuals who cannot be verified against the list should be directed to the litigation desk for a decision and counselling. Do not take decisions in the reception area, because it can delay or obstruct distribution.

Monitoring after distribution is important to ensure that the items distributed are used for intended purposes. Monitoring can be done through random visits to households, interviews with key informants and focus group discussions. Monitoring should aim also at identifying any items that are being sold commercially or in exchange for other items (resale may indicate unmet needs or needs that have a high priority). The distribution reports are to be shared with members of the coordinating mechanism, to ensure that distribution arrangements are consistent.

Key partnerships
- Commodity distribution is likely to involve a variety of organizations in several sectors. A coordination structure should be established, and the organizations involved should meet regularly. Updates on coverage, gaps and needs should be shared regularly. The frequency of meetings will depend on the situation: participants are likely to meet often at the start of an emergency and less often as the situation normalizes.
- Coordination forums may be decentralized. Where it will increase effectiveness, national coordination bodies should delegate coordination to local focal points. Suitable focal points may be found among the partners involved in commodity distributions.

- Distribution reports should be shared with members of the coordinating mechanism, to ensure that distribution arrangements are consistent.
- The roles and responsibilities of the different partners involved in commodity distribution should be defined clearly. The content and frequency of reports, and reporting standards, should also be defined and agreed.
- For food distribution more specifically, a tripartite agreement between UNHCR, WFP and partners implementing with UNHCR will need to be formalized at country level. The respective roles and responsibilities of UNHCR and WFP in relation to food aid are set out in a global MoU that both agencies have signed.
- Monitoring and spot checks should take place after all commodity distributions to ensure that distribution is efficient and equitable.
- Managers should adopt an AGD approach. The role of women in commodity distribution should be acknowledged, and women beneficiaries should participate meaningfully in their management. All PoCs should enjoy equal and representative participation, in a manner that reflects the population's economic, cultural and social diversity.
- In most emergencies, UNHCR will be addressing conflict-induced displacement: it is important to protect the security of both staff and PoCs in accordance with UN security standards.

PoCs are a key resource. Community leaders should be involved (provided they are available and accepted by different groups in the refugee community). It is important to ensure that women are represented adequately.

Several roles need to be assigned, to the staff of partner organizations, depending on who is directly responsible for implementing distributions. According to the scale and circumstances of a distribution, one staff member can fill several roles. It is important, however, not to overlook any role; staff needs to be trained, and each needs to understand the distribution process in detail and his or her contribution to it. Key roles include:

- One team coordinator for each site, who has responsibility for overall coordination of distributions at the site, and who reports to the programme officer on a daily basis.
- One distributor for each kit or commodity item that is distributed.
- Enough staff to unload materials from the warehouse.
- Enough trained staff to provide crowd control and prevent fraud. This role may be performed by local authorities.
- Where possible, include staff that have a protection profile to identify and monitor the distribution process, paying particular (but not exclusive) attention to persons with specific needs.
- Invite volunteers from the community to help carry the commodities of those who have specific needs (children, those with disabilities, the old, infirm, sick, injured, etc.).
- Staff at litigation desks needs to be trained to assist PoCs who have questions regarding their entitlements, or who have specific needs. It is important to address queries and concerns as they arise and to do so fairly, both to avoid discrimination and disruption to distributions.

It is advisable to install a complaints box at the distribution centre, so that PoCs can report instances of fraud.

In the interests of effectiveness and safely, a checklist that sets out the equipment required for each role should be prepared. It should be verified at the start of each day. Equipment might include, for example: paper, pen, whistle, microphone, puncher, ink, radio, etc.

UNHCR implements food assistance in collaboration with WFP and partners who have food security expertise (for example, NGOs). Distribution modalities vary (cash, in-kind food, and vouchers) and the most appropriate modality will be chosen on the ground, based on needs and response analysis. The standard dry food aid ration should be a minimum of 2,100 Kcal/person/day or its equivalent in cash or vouchers. This will be periodically reviewed among other through Joint assessment missions (JAMs).

UNHCR implements food assistance in collaboration with WFP and partners who have food security expertise (for example, NGOs). The standard dry food aid ration should be a minimum of 2,100 Kcal/person/day. This will be periodically reviewed through Joint assessment missions (JAMs).

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i **Key policy, strategy and guidance documents**

- UNHCR Supply Catalogue, *http://www.unhcr.org/545ca9049.html*
- IASC, *Gender Handbook*, *http://www.humanitarianinfo.org/iasc/pageloader.aspx?page=content-subsidi-tf_gender-genderh*
- MSF, *Non-Food Items Distribution*, Version 1.0, 2009- *http://www.sheltercentre.org/sites/default/files/Pocket%20Guide%20NFI.PDF*
- WFP, *Emergency field operations pocketbook*, *http://www.unicef.org/emerg/files/WFP_manual.pdf*

- UNHCR/WFP JAM guidelines 2013, http://www.unhcr.org/521616c69.html
- "UNHCR-WFP, Joint Assessment Mission (JAM) Guidance" http://www.unhcr.org/521612d09.html
- UNHCR Policy related to the acceptance, distribution and use of milk products in Refugee situations, 2006, *http://www.unhcr.org/4507f7842.pdf*
- NutVal software, 2012 (NutVal 3.0) should be used to verify that the food ration respects the standards: http://www.nutval.net/

For further guidance and operational support, please contact Field Information and Coordination Section (FICSS) HQIM@unhcr.org

Annex 5-Warehouse and Inventory Management

UNHCR's inventories represent a significant investment and follow the implementation of International Public Sector Accounting Standards (IPSAS). Their monetary value is disclosed in UNHCR's financial statements. It is, therefore, the duty and responsibility of the UNHCR Supply Management function and the Partner Warehouse Manager (regardless if they are operated by UNHCR Partners or Commercial Companies) to closely ensure adequate and safe storing conditions, efficient warehouse operations and complete and accurate recording of all inventory movements.

- <u>UNHCR inventories</u> are all tangible items owned that are intended to be distributed to PoCs. Inventories also include consumables, materials, and supplies consumed in the delivery of operations, when these items are of material value. Examples of inventory are tents, blankets and kitchen sets, etc.
- <u>A UNHCR warehouse</u> is defined as a planned space managed by either a Partner or commercial entity, where UNHCR owned inventories are stored and recorded.

Key coordination responsibilities

The UNHCR Inventory Focal point and the Partner Warehouse Manager must ensure an effective flow of information to enable monitoring and control of the activities planned. Both parties are responsible to ensure that inventory records are timely and accurately updated. Any issues noted should be communicated openly and immediately between the Partner Warehouse Manager and the UNHCR Office or vice versa and jointly addressed.

Key programmatic activities

The objectives of warehouse and inventory management are to:

- Ensure satisfactory receipt of goods;
- Provide the ability to rapidly deliver goods requested;
- Keep an accurate account of the inventory movements and balance;
- Maintain complete and accurate records of the inventory situation (physical, reserved, buffer, on hand, distribution, contingency, temporary and in transit inventories);
- Maintain adequate storage conditions, to ensure that the inventory is in usable or serviceable condition when needed;
- Implement appropriate measures to guarantee the safety and security of the goods; and
- Ensure the inventory is maintained according to the Layout & Storage plan, and items are conveniently stacked.

Tools and techniques for assessment and monitoring

Guidelines for partners managing UNHCR Warehouses & UNHCR Inventory detail main obligations and best practices to ensure effective management, including:

- Shared responsibilities of the Partner Warehouse and the UNHCR office; daily exchange of information, monthly inventory reconciliation, quarterly/yearly physical verification to identify and minimize inventory issues and handover of responsibilities.
- Information to be received by the Partner from the UNHCR office to perform their duties; sourcing plan, incoming shipments , distribution plans, approved MSRs (only valid documents authorizing the

Partner Warehouse Manager to release inventory) and copies of UNHCR reports to verify the activities executed or to plan warehouse incoming and outgoing flows.

- Partner obligations at the warehouse which details:
  - Key roles & responsibilities to be assigned;
  - Responsibilities of the Partner Warehouse Manager; information to be provided to the UNHCR office on daily (Incoming/Outgoing Shipment Reports; Copies of Goods Receiving Notes (GRNs), Waybills & Quality Inspection Reports), weekly (Stock Reports, detailing in/out movements and balances), monthly (copies of Stock Cards, also those where the quantity has reached zero during the reporting period) and quarterly basis (physical Inventory Verification Reports)
  - Layout & Storage Plan to ensure that inventories stored for a shorter or longer period of time are in the best possible condition when dispatched for use by the PoCs. The Layout & Storage Plan is a tool to manage space utilization in the warehouse;
  - Safety and Security of Stock to protect goods from the risks of fire, loss, breakage, damage and theft;
  - Appropriate and careful stacking to ensure the stability of stacks, maximize the use of space, facilitate stocktaking and prevent damage or loss to goods being stored;
  - UNHCR process for receiving consignments and returning goods to ensure that:
    - Inventory products received in a UNHCR warehouse have been procured and owned by UNHCR and meet specifications;
    - Inventories are stored in the appropriate location according to UNHCR requirements;
    - Forms to confirm the reception (Goods Receiving Note- GRN), to identify the item stack (Bin/Stack Card) and to track the stock balance (Stock Card) are properly updated;
  - UNHCR procedures for releasing consignments to ensure that the process is executed only after receiving a duly approved Material Stock Request from the UNHCR office. The UNHCR process to be followed includes reserving the inventory, picking the items, moving them to the staging area, completing the waybill and updating stock records;
  - Document management to ensure documentation is properly issued, filled in and filed;
  - Premises maintenance including pest control, ventilation, water proofing, drainage systems, etc.;
- Process Overview to understand the importance of and efficient and effective exchange of information.
- Forms to be maintained by the Partner.

Key partnerships
- UNHCR, DPSM (Division of Programme Support and Management)
- UNHCR, SMLS (Supply Management and Logistics Service)

> ## *i* Key policy, strategy and guidance documents
>
> - Guidelines for partners managing UNHCR Warehouses & UNHCR Inventory (*forthcoming*)
>
> - Forms - Guidelines for partners managing UNHCR Warehouses & UNHCR Inventory (*forthcoming*)
>
> - SOP for Warehouse and Inventory Management in UNHCR
>   *https://intranet.unhcr.org/intranet/unhcr/en/home/executive_direction/official_policies/iom-foms/2013_iom_foms/iom0818213.html*

For further guidance and operational support, please contact SMLS at HQSF03@unhcr.org

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Annex 6- Revolving Loan Funds

Microfinance interventions being an integral part of a livelihood intervention, this guidance is to be read in conjunction with the Programming for Livelihood and Self-Reliance guidance.

Microfinance is an important part of helping refugees to become self-reliant. Financial services such as savings accounts, credit, money transfers and micro insurance are highlighted in UNHCR's Global Strategy for Livelihoods (2014-2018), and should be a key element in all comprehensive livelihoods programmes. UNHCR works with accredited microfinance institutions globally to provide refugee entrepreneurs with access to these services. Microfinance is the supply of small loans, savings, insurances and other basic financial services to people who earn a low income or who do not have access to formal banking. It is an alternative to accessing financial services through informal and therefore more precarious financial relationships.

Key coordination responsibilities
- Where UNHCR has identified a need to protect and strengthen the livelihoods of its Persons of Concern, it will undertake a livelihood assessment to determine the demand for livelihood-support interventions, including microfinance
- Where the essential environmental conditions do not exist to support microfinance programming, UNHCR may engage in other types of activities to prepare the ground for future microfinance, but not in microfinance.
- Together with development partners, UNHCR will seek to explore innovative ways to encourage and support contributions of seed money for pilot initiatives to develop financial services for PoCs. UNHCR, donors and partners will pay special attention to the capacity building of local MFIs identified as potential or established service providers in this sector to work with PoCs. UNHCR and donors will encourage the development of benchmarks and minimum requirements to be met by microfinance institutions (MFI) in order to obtain funding

Key programmatic activities
A clear distinction will be made between the provision of financial services and humanitarian assistance. **Micro-grants** for business purposes **should only be used in exceptional cases**. They should not be given where a cash economy is prevalent and where Persons of Concern are potential clients for microfinance
- UNHCR **will not directly deliver microfinance/microcredit** services for PoC, but will play a central role in the planning, financing and monitoring of the projects implemented by an appropriate microfinance partner (MFI)
- **Credit** services should **not be considered for refugees for whom resettlement** or voluntary **repatriation** are **imminent**. Facilitating refugees' access to other financial services such as savings and money transfers can still be considered in such situations
- UNHCR will only support microfinance projects that are implemented through **partners with a proven record and expertise in microfinance**, who base their operations on a socio-economic and financial analysis, and who have long-term sustainability as one of their key goals.
- Where proven expertise in microfinance and microcredit is not available, UNHCR **will not embark on financing microfinance interventions**.
- When the minimum environmental conditions do exist for a microfinance project, funding may be provided only at two levels:

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1. Support to institutional and operational expenses.
2. Contribution to the loan capital.

Tools and techniques for assessment and monitoring

- In cases where UNHCR invests in the loan capital (Revolving Fund) of a selected MFI, a **Transfer of Ownership Agreement (Revolving Fund)** will be used. The agreement should establish **minimum thresholds for performance monitoring tied to the disbursal of UNHCR funds**, as per example provided in the template. In addition, a standard project partnership agreement will preferably be used to specify the agreed-upon work plan with detailed activities and any capacity-building investment made towards the MFI that may not be captured in the Transfer of Ownership Agreement, as well as **clear reporting requirements**.
- In cases where UNHCR funds are to be used to build the institution's capacity without contributing to the loan capital, then a standard project partnership agreement can be used on its own. The project partnership agreement should also be performance-based, and include an agreed-upon work plan with detailed activities, a timeframe for delivery, and clear reporting requirements
- **Disbursement** of UNHCR funds is **tied** to the **achievement of performance targets**
- There are specific provisions in the agreement to stop, modify or in cases of abuse recall funding in the event that key targets are not achieved.

Key partnerships

- Microfinance institutions
- Formal banks
- Microfinance regulatory bodies

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Key policy, strategy and guidance documents:

- Investing in Solutions: A Practical Guide for the Use of Microfinance in UNHCR Operations, UNHCR 2011 *http://www.unhcr.org/4eeb17019.html*
- Transfer of Ownership Agreement (Revolving Fund) *http://www.unhcr.org/4eeb17019.pdf*

- SEEP Network: Minimum Economic Recovery Standards, Second Edition, 2010. *http://www.seepnetwork.org/minimum-economic-recovery-standards-resources-174.php*

For further guidance and operational support, please contact DPSM/Livelihoods Section at livelihoods@unhcr.orgs.

Annex 7 -Public Health and Nutrition

- UNHCR public health programmes focus on a combination of preventative and primary health care through a public health and community based approach. Public health services should be free of charge for all PoCs in emergencies and will in most instances remain free in refugee camps. However, where PoCs are locally integrated, located in urban areas, or where the surrounding population pays for health care, the various financing options for PoCs should be examined.

UNHCR is committed to ensure that PoCs enjoy the right to the highest attainable standards of physical and mental health, including access to quality health services at a level similar to that of nationals of the country.

Key coordination responsibilities
- Support governments, e.g. Ministry of Health (MoH), to provide public health services to PoCs, asylum-seekers, stateless persons, and IDPs. The MoH of the host country, supported by UNHCR, is the lead agency for the coordination of refugee health care.
- Organize monthly health coordination meetings, which are essential for successful coordination and programming. All key actors (MoH, NGOs, UNICEF, World Health Organisation, etc.) should be invited to these meetings which are co-chaired by the MoH and UNHCR. In emergency situations, these meetings may be daily or weekly, depending upon the situation.
- Mapping/3Ws (Who does What Where): Identify where there are gaps and overlaps in programming;
- Address any unmet needs;
- Address priority public health interventions;
- Establish links to national programmes and initiatives for specific diseases (for example: malaria, HIV and tuberculosis), chronic diseases, and mental health.
- Establish or support existing disease surveillance or health information systems.

Key programmatic activities
- The focus of UNHCR's public health assistance programmes is to minimize avoidable morbidity and mortality and ensure provision of primary health care and emergency services. As a priority, primary health care services should include prevention, promotion, treatment, care and support. Furthermore, the disease profile of the population has to be taken into account when designing public health programmes.

Primary and emergency health services:

- Emergency medical, surgical and trauma care;
- Services for infants and young children, including immunization;
- Reproductive health and HIV;
- Communicable disease control;
- Non-communicable disease control including mental health;
- Response to disease outbreaks;

- Nutrition);
- Health education and health promotion;
- Rational use of essential medicines in accordance with UNHCR's medicine policy (under direct implementation);
- WASH in health facilities.

Implementing arrangements for public health programmes:

- Ensure that the country public health officers or the regional public health officers are involved in the development of the project description or TOR. The following elements should be reflected in the project description:

  - Implement comprehensive public health programmes that include the above-mentioned elements, OR;
  - Specify which programmes it will implement, in case of specialized services;
  - Ensure adequate levels and numbers of qualified staff are employed in health centres;
  - For all refugee camp settings, use the UNHCR Health Information System (TWINE);
  - For urban and out-of- camp settings, use the out-of-camp and urban HIS reporting tools;
  - Participate in the monthly public health coordination meetings (more frequent meetings in emergencies if needed);
  - Adhere to UNHCR policies, Standard Operating Procedures (SOPs) and tools for public health programming, namely:
    - o referral management,
    - o management of medicines and medical supplies, and
    - o laboratory quantity control.

Tools and techniques for assessment and monitoring

- Make sure that public health programmes aim to improve the health of populations and communities as a whole rather than looking at individuals;
- Ensure that decisions are made based on evidence from TWINE, disease recording systems, Balanced Score Cards and surveys;
- Analyse whether interventions are of benefit and resources best utilized to reach the maximum number of people possible;
- Ensure full support is always provided and resources are available for monitoring including monitoring and technical support missions, nutritional surveys, etc...;
- Managing public health involves making the best use of often scarce resources. Public Health Officers at country, regional and global levels can advise which interventions need to be prioritized, based on evidence gathered.

Method	Usage	Tool

• Standardized health data collection	• To monitor morbidity and mortality trends to adequately respond	• TWINE • National Ministry of Health (MoH) monitoring system, where they are able to provide this data
• Review of services provided by implementing and operational partners	• To assess whether minimum standards are being met and if previous recommendations have been implemented	• Regular systematic visits to health facilities and meetings with PoCs • UNHCR's Balanced Score Cards (BSC) • TWINE • Monitoring and evaluation of laboratory services • Disease specific monitoring tools (TB, malaria, HIV)
• Evidence-based data collection to inform public health programmes	• To inform which interventions are most appropriate.	• Prospective Surveillance • TWINE • Standardised Extended Nutrition Survey (SENS) • Population-based surveys such as mosquito net retention for malaria control • Operational research

Twine: http://twine.unhcr.org

Key Partnerships

- UNHCR advocates the provision of public health services for PoCs via the public sector. Where the capacity of the MoH is overstretched, or adequate public health services cannot be provided, UNHCR works with partners on the implementation of public health programmes in close collaboration with the MoH and other partners.

- UNHCR partners are predominantly international and national NGOs but also include academic institutions, other specialized bodies, and the private sector.

- UNHCR has an Memorandum of Understanding (MoU) with the WHO to outline clear coordination responsibilities of UNHCR for health care for PoCs and the support role of WHO in setting norms and regulations for treatment, and working with outbreaks and epidemics.

- UNHCR has an MoU with UNICEF for refugee operations to support UNHCR in its lead role. In the area of public health, this includes immunization programmes, maternal, new born and child health, health education and community-based health care.

- In some instances a LoU with relevant UN agencies may be signed in light of specific requirements of the operation based on the global MoU. The LoU should always be accompanied by a detailed one-year work plan. Details on these inter-agency agreements can be found at the following link: https://intranet.unhcr.org/intranet/unhcr/en/home/executive_direction/official_policies/inter-agency_agreements.html

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Key policy, strategy and guidance documents

- Global Strategy for Public Health 2014-2018 – Public Health – HIV and Reproductive Health – Food Security and Nutrition – Water, Sanitation and Hygiene (WASH) *http://www.unhcr.org//530f12d26.html*

- Ensuring access to healthcare - Operational guidance for refugee protection and solutions in urban areas, 2011. *http://www.unhcr.org/4e26c9c69.html*

- UNHCR's principles and guidance for referral health care for refugees and other persons of concern, 2009. *http://www.unhcr.org/4b4c4fca9.html*

- A Guidance Note on Health Insurance Schemes for Refugees and other Persons of Concern to UNHCR, 2012. *http://www.unhcr.org/4f7d4cb1342.html*

- UNHCR Essential Medicine and Medical Supplies - Policy and Guidelines, 2013. *http://www.unhcr.org/527baab09.html*

- UNHCR Essential Medicines and Medical Supplies lists (required for international orders) *https://intranet.unhcr.org/intranet/unhcr/en/home/protection_and_operational/Public_HealthHIV/health/guidance/medication.html* and upon request from hqphn@unhcr.org

- Laboratory services in UNHCR – supported primary health care facilities - Principles and guidelines, 2011. *http://www.unhcr.org/4f707fd49.html*

- Guidance for public health intervention in repatriation, 2011. *http://www.unhcr.org/4f7080349.html*

- Epidemic preparedness & response in refugee cmap settings – Guidance for public health officers, 2011. *http://www.unhcr.org/4f707f509.html*

- UNHCR Health Information System (Twine*) http://twine.unhcr.org/app/*

- **All resouces for public health programmes can be found at:**

http://www.unhcr.org/pages/49c3646cdd.html

For further guidance and operational support, please contact DPSM/Public Health Section at HQPHN@unhcr.org

Annex 8-Water, Sanitation and Hygiene (WASH)

- The overall objective of UNHCR's Water, Sanitation and Hygiene (WASH) programmes is to reduce avoidable mortality and morbidity among displaced people as well as the impact on the local environment.

- The water, sanitation and hygiene sector aims to ensure that PoCs have safe access to water of sufficient quality and quantity and to improved sanitation and hygiene and improved WASH services in institutions, including schools and health facilities. UNHCR is also committed to WASH solutions, which are efficient in reducing long-term operational costs.

Key coordination responsibilities
- Monthly WASH coordination meetings with WASH agencies and relevant stakeholders are the cornerstones of successful coordination in all refugee operations. UNHCR together with the relevant ministry (Water and Natural Resource, Environment, Water Supply; and/or Health) chair these meetings;
- In an emergency situation, the coordination meetings should be held on a weekly or even daily basis;
- Depending on the local situation, these meetings may be conducted together with other sectors, including camp management, shelter and physical/site planning, and health/nutrition;
- If existing sectorial coordination meetings are in place UNHCR WASH Officers should attend and provide necessary support and inputs to ensure coordination is properly maintained, without creating a parallel structure.

Key programmatic activities
To reduce health risks and prevent epidemics, the following actions are crucial:
- An adequate and accessible amount of safe water for drinking, cooking and personal and domestic hygiene to reduce the risk of water-related disease;
- Adequate and accessible sanitation services (including showers);
- Proper disposal of all waste;
- Control of the carriers of communicable diseases, including mosquitoes, rats, mice and flies;
- Awareness-raising of water-related diseases; and
- Meeting minimum standards in terms of WASH Core Relief Items (CRIs) (Jerry can, soap, etc.).

All WASH programmes should include:
- Sustainable water supply and distribution systems;
- Water system design;
- Water quality and quantity;
- Access (maximum distance);
- Ensure capacity for storage of water at household level;
- Latrines and shower (with easy access to ensure privacy in a culturally appropriate manner);
- Control of vector-borne diseases (in collaboration with public health partners);
- Solid waste and wastewater management;
- Active community-based hygiene promotion campaigns;
- Provision of soap; and

- Ensuring active community participation, such as water committees, waste collection, etc. in all WASH programmes.

Implementing arrangements for WASH (Partner agreements, contracts)

- Ensure that the country WASH officer and/or the regional WASH officer is involved in the development of the project description. The following elements should be reflected in the project description or TOR for a contract:

    - Comprehensive WASH programmes, including the above-mentioned elements OR specify which programmes the IP will implement in case of specialized services;
    - The employment of adequate levels and qualified staff;
    - The use of the UNHCR WASH monitoring system;
    - For urban and out-of-camp settings, the use of the out-of-camp and urban WASH reporting tools, including an active database of water supply and distribution systems, and mapping of sanitation;
    - Participation in the monthly WASH coordination meetings (more frequent meetings during an emergency); and
    - Adherence to UNHCR policies, SOPs and tools for WASH programming.

Tools and techniques for assessment and monitoring

Method	Usage	Tool
Standardized WASH data collection	To monitor accessibility and key information on public health risks related to WASH	- WASH Monitoring System (WMS) - National Ministry of Health (MoH) monitoring system, when available
Monitoring of the water supply and sanitation system	To assess whether minimum standards are being met and if previous recommendations have been implemented	- Regular systematic visits to sites - Updated system designs and copies for both partner and UNHCR office - Mapping of sanitation facilities
Monitor knowledge attitude and practices of hygiene behaviour	To assess the behavioural determinants to hygiene and improve hygiene promotion, water and sanitation programmes	- Knowledge, attitude and practices survey - WASH component in Standardized Expanded Nutritional Survey (SENS)

Key partnerships

- UNHCR should work closely with the appropriate ministry to coordinate WASH programmes. The most relevant ministries include the Ministry of Water and Natural Resources, Environment, Water Supply, and/or Health.

- The MoU with UNICEF outlines the support UNICEF can provide in refugee operations in the area of hygiene promotion, provision of essential WASH materials (emergencies mainly), support with supply and distribution of CRI items (such as jerry cans and soap), and support to WASH programmes in schools and surrounding communities.

Details on this agreement can be found at the following link:
 https://intranet.unhcr.org/intranet/unhcr/en/home/executive_direction/official_policies/inter-agency_agreements/U.html#UNICEF

http://www.unicef.org/emerg/files/UNHCR_handbook.pdf

- UNHCR also has stand-by agreements with a number of partners providing emergency technical experts to support WASH programmes. The main standby agreements include the Swiss Development Cooperation (SDC), NCA, CANADEM, Red-R Australia (Engineers for Disaster Relief), and Irish Aid.

Please contact HQ Public Health Section for deployment arrangements.

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i **Key policy, strategy and guidance documents**

The UNHCR Emergency Handbook is the most important reference document for UNHCR staff in emergencies – the new UNHCR WASH Manual is currently under revision and will be released in early 2015.

You can also find guidance on WASH programming in:
- Emergency Sanitation Manual (WEDC, 2002).
- Sphere Handbook (Sphere, 2011).
- Excreta Disposal in Emergencies: A Field Manual (IFRC, OXFAM, UNHCR, UNICEF, WEDC, 2007).
- Emergency Water Sources (WEDC, 1997).
- Managing Water Supply and Sanitation in Emergencies (John Adams, Oxfam Publication, 1999).
- UNHCR Hygiene Promotion Guidelines (UNHCR, 2011).

All resources for WASH programmes can be found at:
http://www.unhcr.org/pages/49c3646cef.html

For further guidance and operational support, please contact DPSM/Public Health Section at
HQWASH@unhcr.org

Annex 9- Sexual and Gender Based Violence (SGBV)

Sexual and gender-based violence (SGBV) refers to any act that is perpetrated against a person's will and that is based on gender norms and unequal power relationships. It includes physical, emotional/psychological and sexual violence as well as denial of resources or access to services. Violence encompasses threats of violence and coercion. It inflicts harm on women, girls, men and boys and constitutes a severe violation of a number of universal human rights.

Preventing and responding to SGBV are core elements of UNHCR's protection mandate. In line with operational support realities, UNHCR has moved away from a unique focus on gender inequality affecting women and girls, to a more inclusive definition of SGBV that reflects the AGD approach. It encompasses women, girls, men and boys giving specific considerations to the protection of children, persons with disabilities, elderly persons, lesbian, gay, bisexual, transgender and intersex (LGBTI) persons and persons engaged in survival sex.

Given the multi-sectorial nature of the actions required, UNHCR and partners across all sectors must take SGBV prevention into account as a key consideration in programming. An effective SGBV response must be multi-sectorial, addressing in particular health, psychosocial and legal assistance and support. SGBV prevention and response interventions are life-saving. In an emergency context, programming must begin at the very outset of the emergency, irrespective of the number of reported SGBV incidents.

Key coordination responsibilities
SGBV prevention and response requires effective coordination between UN agencies, government institutions, NGOs, and PoCs. Taking a multi-sectorial approach to SGBV prevention and response ensures that coordination with various actors is prioritized from the earliest stages of an emergency. In refugee situations, UNHCR should be the lead on SGBV prevention and response because these activities fall within UNHCR's broader protection programming. In IDP situations, UNHCR leads the Protection Cluster at global and country levels in both conflict-induced and humanitarian natural disaster crises. SGBV prevention and response are part of the Protection Cluster responsibilities and UNHCR is member of the SGBV sub-cluster headed by UNFPA and UNICEF at the global and country levels.

Key coordination responsibilities are as follows:

- Map other actors and their focal points working on SGBV prevention and response including government institutions, UN agencies, and local and international NGOs, as well as service providers working in the areas of health, psychosocial support, safety and security, and legal assistance.
- Coordinate with UNHCR staff and partners across all relevant sectors (e.g. Protection, WASH, Livelihoods, Health, Shelter, CCCM, Education and Child Protection).
- Hold/participate in regular coordination meetings for all relevant partners.Contribute to the joint development, use and revision of SGBV SOPs with partners, which include clear reporting mechanisms and referral pathways for SGBV survivors.
- Undertake regular consultations with PoCs, including through participatory assessments.

Key programmatic activities
In carrying out all SGBV prevention and response programmes, a survivor-centered approach must be adopted to ensure respect, safety, confidentiality and non-discrimination. The survivor-centred

approach follows the principle that all parties engaged in SGBV programming prioritize the rights, needs and wishes of survivors. The approach should be the basis of designing and developing programming that ensures survivors' rights and needs are prioritized in a supportive environment where s/he is treated with dignity and respect. The survivor-centred approach helps to promote a survivor's recovery and reinforces his/her capacity to make decisions about possible interventions.

In line with UNHCR's age, gender and diversity approach, as well as community-based protection, PoCs must be empowered to participate on an equal footing in the planning, implementation, monitoring and evaluation of SGBV programmes.

Partner organizations should strive to build the capacity of local organizations, and should provide services to both PoCs and the host community.

Prevention activities include:

- Reviewing national laws and policies on SGBV protection, the rights of survivors and gender equality, to ensure they are in line with international law and are not discriminatory on any grounds.
- Engaging in awareness-raising activities with persons of concern to prevent SGBV, promote gender equality, and provide information on services available to survivors.
- Providing safe spaces for survivors of SGBV to protect the survivor from an immediate or recurrent security/safety risk.
- Training teachers and other school staff on SGBV prevention and response.
- Establishing systems in schools to identify and refer survivors and children who are at risk of SGBV.
- Mainstreaming Codes of Conduct in schools (and work environments.)
- Promoting safety for persons of concern through adequate lighting, sufficient security presence (including female security personnel), secure shelter that is allocated according to needs and vulnerabilities, WASH facilities that are safe and accessible, and the provision of safe fuel and energy.
- Providing women's empowerment activities, such as vocational and skills training, and livelihood programmes.
- Engaging with persons in positions of power such as employers, teachers and landlords to educate them about the risks and consequences of SGBV.
- Training local authorities, law enforcement and judicial officers, including through informal justice mechanisms where relevant, to ensure that they recognize, respect and protect the rights of SGBV survivors, including to non-discrimination, equality before the law, and equality before courts and tribunals.
- Advocating with local authorities, law enforcement and judicial officers, including in informal justice mechanisms where relevant, about the importance of bringing perpetrators to justice.
- Training all staff on the prevention of sexual exploitation and abuse against persons of concern, and dissemination of UNHCR's Code of Conduct and the Secretary-General's Bulletin on special measures for protection from sexual exploitation and sexual abuse (ST/SGB/2003/13).

Response activities include:

- Training of all staff to ensure that they fully understand the SGBV SOPs, including the reporting and referral systems as well as the core principles of working with survivors – respect, safety, confidentiality and non-discrimination.

- Providing secure and confidential reporting areas that fulfill the survivor-centered approach.
- Providing health and psychosocial assistance as a priority, for survivors who have experienced physical or mental harm.
- In the case of rape, all eligible survivors must have access to post-exposure prophylaxis (PEP) against HIV, prophylaxis for sexually transmitted infections and, for female survivors, emergency contraception.
- Providing free legal aid, for survivors who want to pursue legal action. If the survivor agrees, acts of sexual violence should be reported to the police as soon as possible.
- Where a survivor's safety is at risk and the circumstances require, relocating him or her to a safe house, shelter or an alternative location within the country, or considering his or her case for resettlement.

Tools and techniques for assessment and monitoring

Data collection of SGBV incidents is not the first priority in SGBV programming. It has to be assumed that SGBV has taken place and programming should start from the onset of the emergency. Nonetheless, partners should regularly monitor SGBV prevention and response programmes against the indicators defined in the project agreement to improve programming. Data collection should be based on a common understanding of indicator definitions and criteria, and how they should be calculated. When service providers are established, data could be collected and used to tailor better response and prevention programmes.

How to use data in programmatic activities

- Data should be collected on the programmatic activities being implemented and the results of these activities (performance monitoring). Quantitative data should be validated with qualitative information (such as through direct engagement with different groups of persons of concern for example), to ensure that it is evidence-based.
- Data should be disaggregated by age, sex and other aspects of diversity (such as disability, LGBTI, minority status).
- The collection of data on prevention activities is complex, especially given the multi-sectorial nature of SGBV prevention. In this respect, qualitative data is particularly important and can be collected through tools such as focus group discussions, key informant interviews and surveys. Context-specific indicators might be useful to monitor prevention activities.
- Involve the community in all assessment and monitoring activities, ensuring that women and girls participate actively and meaningfully.
- Participatory assessments can be utilized to better understand particular risks faced by specific groups or obtain data on the success of SGBV related activities.
- Data collected should contribute to the monitoring of impact. Criteria for SGBV related impact monitoring in UNHCR is defined by the impact indicators and related guidance in the project agreements.

Sources of data on SGBV incidents

- A confidential, secure system (such as a database) is required to store data on individual cases.
- The GBV Information Management System (GBVIMS) is used by a number of UNHCR operations. It was created to harmonize data collection on reported SGBV incidents, to provide a simple system for

service providers to collect and analyze data, and to enable the safe and ethical sharing of reported SGBV incident data.

- In countries listed in the annual Report of the Secretary-General on Conflict-related Sexual Violence or operations receiving PoCs from these countries, UNHCR has an obligation to participate in monitoring, analysis and reporting arrangements (MARA) through coordination and the collection and verification of information. UNHCR usually collects data for MARA through existing protection monitoring and information management systems and submits this to the Women Protection Advisors (or equivalent) based in Peacekeeping Missions, the MARA Working Group or through the SGBV coordination structures at country level. Partner organizations might be involved in this process.

Key partnerships

Key Partnerships make significant contributions to UNHCR's work to protect and assist PoCs and bring local knowledge and expertise to bear in various sectors. UNHCR and its partners are expected to contribute positively to the protection of PoCs and ensure timely referral mechanisms and appropriate services as well as coordinated preventive actions.

The multi-sectorial approach aims to bring change through the involvement of all the relevant sectors, systems, structures and communities that are involved in the provision of services to survivors of sexual and gender violence at host, national, UNHCR and refugee community level.

Thus, key partnerships to enhance successful programming on operational levels include, but are not limited to, the following:

- UN agencies
- Relevant government ministries
- State law enforcement institutions, including the police
- Judicial bodies (formal and informal justice systems)
- Local, national and international NGOs working across sectors, where relevant to SGBV prevention and/or response (e.g. Protection, WASH, Livelihoods, Health, Shelter, CCCM, Education and Child Protection)
- PoCs and host communities
- Research institutions (e.g. to develop and apply research methodologies for data collection and analysis)

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Key policy, strategy and guidance documents

- UNHCR, *Action against Sexual and Gender-based Violence: An Updated Strategy*, June 2011, *http://www.unhcr.org/4e1d5aba9.pdf*
- UNHCR, *Sexual and Gender-Based Violence against Refugees, Returnees and Internally Displaced Persons. Guidelines for Prevention and Response*, May 2003, *http://www.unhcr.org/3f696bcc4.pdf*
- Inter-Agency Standing Committee, *Guidelines for Integrating Gender-based Violence Interventions in Humanitarian Action: Reducing Risks, Promoting Resilience, and Aiding Recovery, 2014 (not yet finalized)*.
- Gender-based Violence Area of Responsibility Working Group, *Handbook for Coordinating Gender-based Violence Interventions in Humanitarian Settings*, July 2010,

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http://www.refworld.org/docid/52146d634.html
- Inter-Agency Standing Committee, *Establishing Gender-based Violence Standard Operating Procedures*, May 2008, *http://www.interaction.org/sites/default/files/GBV%20SOP%20guide%20FINAL%20May%202008.pdf*
- UNHCR, *Working with Men and Boy Survivors of Sexual and Gender-based Violence in Forced Displacement*, July 2012, *http://www.refworld.org/docid/5006aa262.html*
- UNHCR, *UNHCR Handbook for the Protection of Women and Girls,* January 2008, *http://www.unhcr.org/cgi-bin/texis/vtx/search?page=search&docid=4ad33d5a6&query=women*
- UNHCR, *UNHCR's Engagement in Situations of Internal Displacement,* Provisional Guidance, March 2014.
- OSRSG SVC (2011), *Provisional Guidance Note Implementation of Security Council Resolution 1960 (2010) on Women, Peace and Security (Conflict-Related Sexual Violence),* *http://www.refworld.org/pdfid/4e23ed5d2.pdf*
- IRC and UNICEF, *Caring for Child Survivors of Sexual Abuse Guidelines for health and psychosocial service providers in humanitarian settings*, 2012, *http://www.unicef.org/pacificislands/IRC_CCSGuide_FullGuide_lowres.pdf*
- UNHCR, *Age, Gender and Diversity Policy: Working with People and Communities for Equality and Protection*, June 2011, *http://www.unhcr.org/print/4e7757449.html*
- UNHCR, Guidance on Impact Indicators on SGBV, *https://intranet.unhcr.org/intranet/unhcr/en/home/support_services/operations_management0/indicators_guidance/results_framework/security_from_violence_and_exploitation.html*

For further guidance and operational support, please contact: UNHCR Division of International Protection, SGBV Unit, hqsgbv@unhcr.org

Annex 10-Protection of Children

Fulfilling UNHCR's broad protection mandate includes meeting the needs of large numbers of children. Almost half of the world's forcibly displaced people are children and many spend their entire childhood in displacement. Whether they are refugees, internally displaced, asylum-seekers or stateless, children are at a greater risk of abuse, neglect, violence, exploitation, trafficking or forced recruitment into armed forces or armed groups. They may also have witnessed or experienced violent acts and/or been separated from their families.

UNHCR strengthens the protection of children of its concern by responding to their specific needs and the risks they face. This includes:

- protecting and advocating against all forms of discrimination;
- preventing and responding to abuse, neglect, violence and exploitation;
- ensuring timely access to appropriate services; and
- ensuring durable solutions in the child's best interests.

UNHCR has adopted a systems approach to child protection which seeks to strengthen systems and mechanisms that contribute to the overall protection of children. The systems framework is holistic and can temper the tendency for individual need, or a focus on 'categories' of children. It helps staff shift from a pure reactive mode to work in a more proactive and 'upstream manner'. Likewise, a systems approach highlights that protecting children includes actions for duty bearers at all levels - family, community, national and international - to mitigate and respond to risks children are facing, as well as ensuring girls and boys are involved in a meaningful participation in matters that affect them.

Key coordination responsibilities
Child Protection Partnerships:

- Develop with partners a long-term strategy/vision for child protection for displaced populations, considering the full range of child protection issues and based on a child protection systems-strengthening approach.
- When planning the implementation of the strategy, prioritization will be of key importance. It is not possible to address the full range of CP issues all at once; it can only be done over time. This is why a multi-year strategy is useful. For interventions that we are not able to address, seek alternatives through community engagement and operational partners.
- Assess capacities of national child protection systems, and determine how children of concern can have access to such services. If there are gaps – develop an advocacy strategy to promote equal access for children of concern to UNHCR to national services.
- Recognize the capacities of the communities of concern and support the establishment of community-based child protection mechanisms through engaging traditional leaders, women's groups, community-based organizations and building on their experience on protecting children.
- Explore partnerships in a creative manner. Go beyond the traditional partners and seek cooperation with national youth groups, associations for children with disabilities, and academic institutions (e.g. faculties of social work).

- Identify child protection partners who are known to have child protection expertise. This is important as organizations that consciously profile themselves as child protection actors also have more institutional capacity to provide technical child protection support to their field teams. It may be necessary to have several child protection partners, either for different geographical areas, or to cover different services in the same area.
- Country level operational partnerships with UNICEF are encouraged. Consider where UNICEF can add the most value in your specific operational context. UNICEF's established linkages with Ministries of Social Welfare and national child protection authorities can be useful for exploring how children of concern can access national social and child protection services.
- In refugee situations, UNHCR should ensure that core child protection services are covered by implementing and operational partners.
- In IDP situations, child protection is coordinated under the child protection sub-cluster and several actors contribute to the child protection response. UNHCR would typically advocate with local authorities to: ensure that IDP children can access child protection services; ensure linkages between child protection and broader protection considerations; and strengthen community capacities for protection of children, including supporting community-based child protection mechanisms.[2]

Direct Implementation:
- Based on UNHCR's capacity and the gaps identified after assessing possible partnerships for specific child protection activities, determine which activities remain to be covered through direct implementation.

Mainstreaming Child Protection:
- All technical sectors should consider whether adjustments are needed in order to ensure that girls and boys of different ages, vulnerabilities and abilities can access the services provided.[3] Where appropriate, consider including in Partner agreements priority criteria for assistance and service delivery for children and families based on their specific needs and vulnerabilities.
- Ensure that programmes capitalize on and create synergies between SGBV, child protection and education programmes as the three themes are closely related. Identify areas of collaboration: e.g. "addressing violence in schools" will need complementary activities and expertise in all three areas.
- Seek to establish entry points for child protection: registration, schools, health institutions, and children's clubs are key actors and can support the identification and referral of children at risk or children subjected to abuse and neglect.

Key programmatic activities

A balanced child protection programme addresses all six components of a child protection system: prevention and response services; legal and policy framework; knowledge and data; coordination; human and financial capacity; and advocacy and awareness raising. Work with protection colleagues to develop a comprehensive programme with actions addressing the entire system around children.

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[2] *UNHCR's Engagement in Situations of Internal Displacement Provisional Guidance,* UNHCR March 2014

[3] See *Minimum Standards for Child Protection in Humanitarian Action,* Chapter *Standards to mainstream child protection in other humanitarian sectors,* Child Protection Working Group 2010

A number of practical aspects need to be considered, namely:

Legal and Policy Framework

- Support the development and strengthening of a legal and policy framework for child protection that will benefit children of concern to UNHCR by assessing the effectiveness of any current legal and policy framework for child protection and defining the ways in which UNHCR can contribute to planning and implementing activities that strengthen such a legal and policy framework.

Knowledge and Data

- Analyze and use data and information to inform the child protection activities that UNCHR will undertake. Evidence-based protection programmes for children of concern should be based on analysis of demographics and informed by the specific needs of children in different age categories. Use **proGres** data to inform programmes. Protection interventions should be guided by demographic data (e.g., if 70% of the PoCs are <18, the young composition of the population planning group should be evident in the interventions proposed across sectors.)
- Identify the child protection risks relevant to children of concern to UNHCR.
- Gain information from assessments and mapping exercises to understand how the child protection system functions in your operation, considering both national and community level actors.
- Analyze BIA/BID data to monitor the overall child protection situation, including trends and reasons for departure or separation.

Child Protection Coordination Mechanisms

- In refugee operations, child protection coordination is the responsibility of UNHCR. Co-coordination arrangements are possible (e.g. with the government, UNICEF or an NGO partner).
- Assess the presence and effectiveness of coordination mechanisms and determine whether they function in a manner that benefits children of concern to UNHCR.
- Plan and implement activities that strengthen the capacity of coordination mechanisms. Consider the need to increase the staffing resources to support greater coordination responsibilities.

Prevention and Response services

- Child Participation: Girls and boys should be consulted in all decisions affecting them. Ensure that participatory assessments include children and adolescents and are organized in a child friendly manner. Provide child friendly information on access to services aimed at children and their caregivers (e.g. where, when, to whom assistance is provided).
- The Best Interests process is the case management tool for refugee children and is an organizational priority. The best interests procedure should be embedded within, and supported by, a full child protection programme. When considering staffing needs (both for UNHCR and the Partner), consider to operate the broader child protection programme, as well as staff needed for case management and the best interests process.
- Case management systems are in place (or strengthened), including identifying, documenting, assessing (BIAs and BIDs), referrals, and monitoring cases of children at risk. Information management systems are established and quality data regularly collected. Together with Partners agree on prioritization criteria, referral pathways and standard operating procedures for case

management of children at risk. Create a balance between individual case management and broader child protection interventions and programmes.

- Community-based child protection: Community-based child protection mechanisms should be a key element of any child protection programme. Such mechanisms emphasize the responsibility of the community towards their children and draws upon the community's own response strategies. These groups can support in the identification of children at risk and contribute to strengthening the protective environment (awareness-raising, referrals and follow-up of children at risk, etc.), but need to be continuously supported and trained.
- Sports, recreation and targeted initiatives for adolescents are entry points for protection and provide us with opportunities to foster leadership skills among adolescents and youth. If funding is not sufficient, explore operational partnerships and mobilization of adolescents and youth to lead youth activities.

Advocacy and Awareness-Raising

- Develop an advocacy strategy which outlines advocacy priorities.
- Advocate for actions that will strengthen the protection of children of concern to UNHCR.
- Influence attitudes and practices that contribute to child protection violations.
- Birth registration is an important protection tool for children of concern – and a global strategic priority for UNHCR. The issuance of birth certificates is the sole responsibility of governments through their civil registration authorities. Key actions for UNHCR include: advocacy for access of new born refugee/asylum seeking children to birth registration and advocacy regarding obstacles to birth registration (incl. late registration); support for legal reform; support to mobile birth/civil registration initiatives; training and other capacity building activities; and information campaigns for communities. Payment for actual birth certificates should be a last resort and should be combined with continued advocacy with authorities to either waive fees for PoCs, or agree on fees for PoCs not higher than for nationals.

Human and Financial Resources

- Identify capacity building needs of different actors and develop a practical and time bound child protection capacity building plan for the operation.
- Consider training needs of volunteers/community workers, partners, government and UNHCR staff. Incorporate these into UNHCR or partner plans (UNICEF is often able to support with technical capacity building).
- Consider coaching, mentoring, self-learning, and other capacity building methods in addition to training. UNHCR should ensure that appropriate technical supervision is incorporated for community volunteers and partner staff.
- Depending on partner capacity, and where child protection needs are high or of a particularly severe nature (as often indicated by demographics data), UNHCR should consider dedicated child protection staffing positions both internally as well as when funding child protection Partners.

Tools and techniques for assessment and monitoring

- Assessments, whether the Participatory Assessment or an inter-agency or multi-sectorial assessment, should always take into consideration the views of children of concern in all stages of an assessment to ensure the best possible impact for any programming actions, including the allocation of resources to girls and boys as well as their families.
- UNHCR should guide the data collection of partners, validate and ensure data quality as well as analyze the data together with the Partners to programme better for children of concern in terms of prevention and response to child protection concerns.
- Regularly monitor and evaluate progress towards programme objectives and expected outcomes, as well as the results-based framework's indicators (impact and performance) related to Child Protection.[4] When activities are implemented by partners, details of joint monitoring activities should be agreed upon at the beginning of a partnership and included in Partner agreements (common understanding of indicators and how they should be calculated, as well as setting targets).

Key partnerships
- Relevant Governmental Ministries (e.g. Ministry of Social Affairs, Ministry of Education)
- UN agencies and other international organizations (e.g. UNICEF, UNFPA, IOM, ICRC)
- Local, national and international organizations
- PoCs and host communities
- Research institutions (e.g. local universities/social work departments, institutes, etc.)

Key policy, strategy and guidance documents

- UNHCR, A Framework for the Protection of Children (2012): *http://www.refworld.org/docid/4fe875682.html*
- Global Protection Cluster (GPC), *Minimum Standards for Child Protection in Humanitarian Action*, (2012): *http://www.refworld.org/docid/5211dc124.html*
- UNHCR, Child Protection Issue Briefs (2014), *http://www.refworld.org/cgi-bin/texis/vtx/rwmain?page=search&skip=0&query=child+protection+issue+brief&coi=*
- UNHCR, *Guidelines on Determining the Best Interests of the Child* (2008): *http://www.refworld.org/docid/48480c342.html*
- UNHCR, *Field Handbook for the Implementation of UNHCR BID Guidelines* (2011): *http://www.refworld.org/docid/4e4a57d02.html*
- UNHCR, *UNHCR Education Strategy, 2012-2016*, (2012):

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[4] Capturing UNHCR's child protection work within the results-based framework can require looking beyond the outputs and indicators found under the rights group "Security from violence and exploitation" and the objective "Protection of children strengthened". While very child specific activities are found there, such as those regarding the best interests process, others that are general and not explicitly child-focused are found elsewhere. For instance, addressing the legal and policy framework to improve the protection of children in a given context may mean UNHCR provides commentary on legal acts and drafts. This output is found under the rights group "Favourable protection environment" and the objective "Law and policy developed or strengthened". Outputs and indicators involving birth registration are found under the rights group "Fair protection processes and documentation".

http://www.refworld.org/docid/4f4cd9812.html
- UNHCR, *Action against Sexual and Gender-Based Violence: An Updated Strategy* (2011): *http://www.refworld.org/docid/4e01ffeb2.html*
- UNHCR, *Refugee Children: Guidelines on Protection and Care* (1994): *http://www.refworld.org/docid/3ae6b3470.html*
- *Inter-Agency Guiding Principles on Unaccompanied and Separated Children* (2004): *http://www.refworld.org/docid/4113abc14.html*
- UNICEF, *Caring for Child Survivors of Sexual Abuse: Guidelines for health and psychosocial service providers in humanitarian settings* (2012): *http://www.refworld.org/docid/532aa6834.html*

For further guidance and operational support, please contact Protection Operational Support Section at DIP at HQTS00@unhcr org.

Annex 11- Education

UNHCR education programmes encompass early childhood education, primary, secondary and tertiary education as well as adult and non-formal education. They aim at enabling refugees to live healthy and productive lives and thereby contribute to their protection and finding durable solutions. In accordance with its mandate, UNHCR must ensure that refugees have access to, and are included in, quality education opportunities. UNHCR advocates for refugees to be mainstreamed within national education institutions. In cases where it is difficult to incorporate refugees within the public system, access to schools supported by NGOs is supported as well as community-based refugee schools as a transitional arrangement while partnerships with the MoE, UNICEF and development partners in education are fostered and refugees are eventually considered in annual planning exercises at national level. Ensuring accreditation and certification is central to this service provision, so that children's studies are recognized in asylum and in durable solutions scenarios. Since UNHCR is not a specialized education agency, partnerships with MoEs, sister agencies and development education actors active in the asylum context are essential for it to be able to fulfil its mandate. Development of a Refugee Education Strategy, Action Plan and M & E Plan in collaboration with MoE, UNICEF and education partners is the surest way to guarantee programmatic cohesion across key partnerships over time.

Key coordination responsibilities
- Undertaking of situational analyses to support decisions on education planning and programming, including assessing the content and structures of education such as curriculum, language of instruction, and relationships between actors;
- Advocacy with national Ministries of Education (MoE) to negotiate equal access for refugees to national education systems, in collaboration with national Education Coordination networks such as the Global Partnership in Education (GPE);
- Partnerships with proven technical expertise in education to provide on-going monitoring of refugee student progress within national systems and/or to provide effective design and leadership of specialized refugee education programs where required, along clearly defined parameters;
- Coordination with the United Nations Children's Fund (UNICEF) under the terms of the partnership on strengthened UNICEF-UNHCR cooperation. Where appropriate, this will lead to the implementation of jointly-developed action plans;
- Organization of monthly refugee education coordination meetings, co-chaired by the MoE and UNHCR;
- Liaison with relevant stakeholders in country of origin and asylum;
- Collaboration with other sectors (including Child Protection, SGBV, health, WASH, livelihoods, nutrition, shelter)

Key programmatic activities
Improve learning achievement for refugee children in primary school:
- Development of and support to teacher training programs;
- Promotion of access to reading materials;
- Supervision of adherence to minimum standards;
- Implementation of literacy assessments;
- Support for distance learning programs;
- Provision of intensive language training;

- Provision of capacity building for School Management Committees, Parent Teacher Associations and Student Committees.

Ensure that schools are safe learning environments:
- Training to UNHCR staff, Partner staff and teachers on creating safe learning environments, including through child-centered pedagogy, codes of conduct, referral mechanisms for children at risk;
- Implementation of targeted strategies for girls' enrollment and retention in school including measures to address SGBV;
- Implementation of targeted strategies to include children with specific needs;
- Construction of safe school buildings.

Increase access to secondary school:
- Support to the costs of secondary school for refugees, preferably by system strengthening;
- Incentives and other targeted strategies aiming at increasing school completion rates and transition to secondary;
- Provision of accelerated learning programs for overaged and never-schooled learners, catch-up classes for children who have educational gaps or require intensive language training;
- Capacity building for School Management Committees, Parent Teacher Associations and Student Committees.

Increase access to tertiary education:
- Provision of scholarships for tertiary education;
- Provision of open and distance learning opportunities;
- Advocacy with MoE to reduce access barriers and allow refugee to participate in higher education on similar terms to nationals;
- Provision of para-professional training opportunities.

Increase access to lifelong learning possibilities:
- Early childhood education;
- Literacy and numeracy training for youth and adults;
- Technical and vocational training appropriate to likely durable solutions, and in collaboration with Livelihoods colleagues or partners;
- Life skills training, including training on reproductive health and HIV prevention;
- Sports activities.

Make education part of emergency responses:
- Support to prevention and preparedness activities, including contingency and risk reduction planning;
- Provision of temporary learning spaces where necessary and capacity development of national partners using the INEE Minimum Standards and UNHCR Education Strategy as guiding documents;
- Rapid identification of teachers within the refugee population for additional training;
- Advocacy with local authorities and MoEs to ensure inclusion of refugee learners into national systems.

Tools and techniques for assessment and monitoring

Data collection and monitoring can help to promote learning in schools and other educational institutions. If properly designed, these systems can provide information on whether children are learning, what they are learning, and why. In order to accomplish these goals, they must focus on the following:

- Measuring outcomes rather than inputs, in particular learning achievement and related school retention and completion;
- Formative assessments in which teachers monitor the progress of their learners and plan classroom activities according to perceived strengths and weaknesses;
- Independent sample assessment of core skills, notably literacy and numeracy;
- Summative assessments that determine whether learners have met learning outcomes for a complete course of study and that are comparable across contexts.

Key partnerships

While UNHCR must ensure quality education for refugees and has developed expertise specific to educational delivery in refugee contexts, UNHCR is not a dedicated education agency. Partnerships provide a critical opportunity for UNHCR to meet the challenges to fulfil its mandate for refugee education. Key partners include:

- National Ministries of Education;
- Education Sector partners, including the Global Partnership for Education and Education Coordination Networks;
- UNICEF;
- United Nation's Educational, Scientific and Cultural Organization (UNESCO);
- World Food Programme (WFP);
- Donor governments;
- National and international non-governmental partners with technical capacity in education;
- Refugees.

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i   **Key policy, strategy and guidance documents**

- Education Strategy 2012-2016, UNHCR, *http://www.unhcr.org/4af7e71d9.html*
- Ensuring Access to Education. Operational Guidance on Refugee Protection and Solutions in Urban Areas, UNHCR, *http://www.unhcr.org/4ea9552f9.pdf*
- E-course on Creating Safe Learning Environments, UNHCR/IRC, *http://www.safelearningenvironments.org/ecourseoverview/welcome.html*
- Minimum Standards for Education: Preparedness, Response, Recovery, International Network for Education in Emergencies (INEE), *http://toolkit.ineesite.org/toolkit/INEEcms/uploads/1012/INEE_GuideBook_EN_2012%20LoRes.pdf*

- Gender Equality in and through Education, INEE Pocket Guide to Gender, INEE, *http://toolkit.ineesite.org/toolkit/INEEcms/uploads/1009/INEE_Pocket_Guide_to_Gender_EN.pdf*

For further guidance and operational support, please contact Protection Operational Support Section at DIP at hqeduc@unhcr.org.

Annex 12-Environment

Programming for Environment

Protecting the environment that PoCs depend on is a critical cross-cutting issue to UNHCR. Ensuring that natural resources such as vegetation, water and wood are continuously available is necessary to ensure the protection and well-being of PoCs. This is particularly important because PoCs and the host community often rely on these resources every day. Use of these resources by PoCs can result in tensions with the host community, jeopardising asylum space. As such, it is important to consider natural resources around camps from the beginning of a camp's life cycle to its closure.

UNHCR environment programmes should be designed taking a community-based approach to understand the needs and habits of both PoCs and host communities and the carrying capacity of the ecological environment to design programmes appropriately.

Programming for Energy

Meeting the energy needs of POCs is similarly a critical cross-cutting issue for UNHCR. Without safe access to energy, women and children may have to spend hours searching for firewood, risking their personal safety and taking time away from educational or livelihood activities. Without light or electricity, students cannot study in the evening and establishments such as medical and training centres cannot refrigerate lifesaving medication or power computers.

UNHCR energy programmes should also be designed using a community-based approach to understand the needs and cultural habits of PoCs, have a good understanding of the ecological environment and any enabling or disabling factors (such as government prohibitions on the use of certain energy types).

Key coordination responsibilities

For environment:

- Develop environmental interventions in line with government environmental policies and global UNHCR guidelines. This includes extensive consultation with all stakeholders, particularly government counterparts or relevant ministries.

- Consult extensively with PoCs and the host community to ensure that their varying environmental needs are taken in to account when developing context-specific environmental approaches.

- Remain informed of environmental advances locally, regionally and globally; understand and incorporate the ecological knowledge that PoCs and host communities hold.

For energy:

- Ensure that relevant government ministries, partners, potential partners, and UNHCR staff are involved throughout the decision-making and planning processes for energy interventions.

- Coordinate with UNHCR staff and partners in relevant sectors (e.g. education, livelihoods, health, environment, and protection) regarding energy activities, particularly for the development of a context-specific energy strategy to ensure cross-cutting programming.

- Design energy interventions, including testing/pilots, according to the identified needs of, and in consultation with, the PoCs and host communities, considering local habits, the ecological environment and global advances on energy technology,

Key programmatic activities
For environment:

- Undertake a rapid environmental assessment during the emergency phase of an operation. This should be following the guidance of the Framework for Assessing, Monitoring and Evaluating the Environment in Refugee-related Operations (FRAME) toolkit.
- Undertake a comprehensive environmental assessment to take stock of the situation *vis-à-vis* natural resources.
- Develop a Community Environmental Action Plan (CEAP). This involves extensive consultation with the refugee community, host community, governments and partners throughout the life-cycle of a project.
- Where establishing woodlots, ensure that an agreement is reached on use and ownership up front with the local authorities and the community.

For energy:

- Undertake a baseline assessment of the energy situation and a feasibility study on energy options, including for renewable energy. Based on the results, discuss with staff and partners from relevant sectors (education, livelihoods, protection, health, etc.) on possible programming options, and intersection with these sectors.
- Review the government's policy on energy/renewable energy to determine whether an intervention might not be acceptable in the context or whether UNHCR can take advantage of a national energy program.
- Involve PoCs and host communities in the design process of energy programmes, including from identifying needs and opportunities to implementation of activities. This will also ensure the sustainability of interventions.
- Based on the above, develop a multi-year, context-specific energy strategy, and coordinate its implementation with UNHCR staff and partners, PoCs and host communities. Ensure that this is in line with the UNHCR Global Strategy for Safe Access to Fuel and Energy (SAFE).
- Develop and implement a framework for monitoring and evaluation, in line with UNHCR global guidance.

Tools and techniques for assessment and monitoring
For environment:

- Use the guidance provided by the FRAME toolkit to set up an indicator framework for the operation and to undertake evaluations based on the initial environmental assessment.

For energy:

- Regularly monitor and evaluate the progress of energy interventions, particularly their impact, based on the baseline assessment, and global UNHCR guidance (forthcoming) on impact assessment of energy interventions.
- Monitor and report against the indicators in the UNHCR Global Strategy for Safe Access to Fuel and Energy (SAFE).
- Through this, analyse the data and consultations with PoCs to ensure that programmes are beneficial, and resources are used efficiently.

<u>**Key partnerships**</u>

- Government Ministries on Environment, Energy and/or Natural Resources, development actors, PoCs and the host communities
- Private sector on environment and energy: national, regional, global
- National, regional and global academic institutions
- Local NGOs with specific capacity for environment and energy

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Key policy, strategy and guidance documents

- UNHCR Environmental Guidelines and Key Principles (August 2005), *http://www.unhcr.org/3b03b2a04.html*
- Framework for Assessment, Monitoring and Evaluating the environment in refugee-related operations (FRAME) Toolkit (2005), which includes:

  a. Environmental Assessment

  b. Rapid Environmental Assessment

  c. Community Environmental Action Planning

  d. Environmental Indicator Framework

  e. Evaluation

  http://www.unhcr.org/4a97d1039.html

- UNHCR Global Strategy for Safe Access to Fuel and Energy (March 2014) *http://www.unhcr.org/energystrategy*

For further guidance and operational support, please contact environment@unhcr.org and energy@unhcr.org.

Annex 13 -Fuel Supply/Storage Infrastructure

Fuel is one of the highest vehicle operating expenses. Losses or overuse of fuel may occur through poor handling and storage, poor mechanical condition of the vehicle, poor driving technique and/or misappropriation. Losses of fuel can be avoided or minimized through effective fuel monitoring.

Professional and competent fuel management is an integral and important part of fleet management. Uninterrupted and timely provision of fuel is a key requirement in the mobility of UNHCR and security in the field.

Key coordination responsibilities

- Set up and operate a fuel station, to be constructed and operated in compliance with national regulations regarding fire, spillage, waste disposal, and maintenance of the premises.
- Undertake activities related to the management of fuel station(s) to cover the receipt and issue of fuel products.
- Manage all transactions related to the expenditure and replenishment of fuel.
- Record all fuel transactions and provide UNHCR on a monthly basis with relevant reports.
- Conduct regular meetings.

Key programmatic activities

- Operate a fuel station on behalf of UNHCR with experienced staff.
- Provide monthly reports on fuel consumption.
- Keep adequate stocks of fuel at the depot.

Tools and techniques for assessment and monitoring

Accurate data collection and monitoring will provide detailed periodic reporting on:
- Fuel consumption per vehicle.
- Fuel consumption per generator.
- Fuel consumption per motorcycle.
- Fuel stock control.

Key partnerships

- Specialized Partners in the area of Supply and Logistics.

Note: If locally available and reliable, then commercial suppliers of fuel products are preferred over Partners, as neither investment in buildings, tanks and dispensing equipment nor technical training of staff, etc. is needed.

> ℹ️ **Key policy, strategy and guidance documents**
>
> - ***IOM/085/2012 – FOM/086/2012 on Poli**cy on the Use of Vehicles in UNHCR*
>   *https://intranet.unhcr.org/intranet/unhcr/en/home/executive_direction/official_policies/iom-foms/2013_iom_foms/iom0798013.html*
> - *UNHCR Manual, Chapter 8 is the most important reference document for UNHCR staff.*
> - *UNHCR Fleet Handbook (forthcoming)*

For further guidance and operational support, please contact Asset and Fleet Management Section at HQSF01@unhcr.org

Annex 14-Vehicle Workshop in Field

Clear procedures for maintenance and repair are crucial to effective transport management. Unnecessary repair cost can often be avoided with regular, disciplined but planned preventative maintenance which saves money, increases vehicle life and increases the time vehicles are available for day-to-day activities.

Key coordination responsibilities

- Set up and operate a vehicle workshop, to be constructed in compliance with national regulations, including fire, spillage, waste disposal, and maintenance of the premises.
- Undertake activities related to the management of vehicle workshop(s) to include preventative as well as major and minor maintenance and repairs.
- Manage all transactions related to the expenditure and replenishment of spare parts (if any), as per responsibilities outlined in the project description.
- Record all maintenance and repair transactions and provide UNHCR on a monthly basis with relevant reports on a per vehicle basis detailing labour, consumables (including lubricants, tyres, batteries, etc.) and spare parts.
- Conduct monthly meetings.

Key programmatic activities

- Operate a vehicle workshop on behalf of UNHCR with experienced staff maintaining UNHCR vehicles with the correct tools and genuine spare parts.
- Provide monthly reports to UNHCR.
- Keep records of the stocks of spare parts and lubricants.

Tools and techniques for assessment and monitoring

Accurate data collection and monitoring will provide detailed periodic reporting on:
- Availability of vehicles available for the operation on a daily/weekly/monthly rate.
- Operating cost per vehicle.
- Operating cost per Partner.

Key partnerships

- Specialized Partners in the area of Supply and Logistics, particularly in the field of vehicle maintenance.

Note: If locally available and reliable, then commercial suppliers representing the UNHCR operated vehicles, for example Toyota, are preferred over Partners, as neither investment in buildings, tools and equipment, spare parts nor technical training of staff, etc. is needed.

> ⓘ **Key policy, strategy and guidance documents**
>
> - *IOM/085/2012 – FOM/086/2012 on Policy on the Use of Vehicles in UNHCR* *https://intranet.unhcr.org/intranet/unhcr/en/home/executive_direction/official_policies/iom-foms/2013_iom_foms/iom0798013.html*
> - *UNHCR Manual, Chapter 8 is the most important reference document for UNHCR staff.*
> - *UNHCR Fleet Handbook (forthcoming*

For further guidance and operational support, please contact Asset and Fleet Management Section at HQSF01@unhcr.org.

Annex 15-Heavy Duty Vehicles

Heavy vehicles, including trucks, buses and other specialised equipment are often used in UNHCR operations for the transport of supplies and PoCs. Partners usually operate these types of vehicles on behalf of the organization.

UNHCR heavy vehicles should only be operated where there is a clear operational need. Once the need has ended or there is an alternative source of transport capacity, UNHCR heavy vehicles should be disposed of or transferred.

All heavy vehicles should be operated according to the Policy on Use of Vehicles in UNHCR.

Key coordination responsibilities

- Set up and operate a heavy vehicle fleet, to support the programme requirements of UNHCR.
- Manage all transactions related to the expenditure and replenishment of spare parts (if any), as per responsibilities outlined in the project description.
- Record all fuel consumption, maintenance and repair transactions and provide UNHCR on a monthly basis with relevant reports on a per vehicle basis detailing labour, consumables (including lubricants, tyres, batteries, etc.) and spare parts.
- Conduct monthly meetings.

Key programmatic activities

- Operate heavy vehicles on behalf of UNHCR with competent staff.
- Provide monthly reports to UNHCR.
- Keep records of the fuel consumption, maintenance and repair of all heavy vehicles.

Tools and techniques for assessment and monitoring

Accurate data collection and monitoring will provide detailed periodic reporting on:
- Availability of heavy vehicles for the operation on a daily/weekly/monthly rate.
- Utilization of heavy vehicles for the operation on a daily/weekly/monthly rate.
- Operating cost per heavy vehicle.
- Operating cost per Partner.

Key partnerships

- Specialized Partners in the area of Supply and Logistics, particularly in the field of transport and/or related services.

Note: If locally available and reliable, then commercial transport or service providers are preferred over Partners, as neither investment in heavy vehicles, tools and equipment, spare parts nor technical training of staff, etc. is needed.

	Key policy, strategy and guidance documents
	• *IOM/085/2012 – FOM/086/2012 on Policy on the Use of Vehicles in UNHCR https://intranet.unhcr.org/intranet/unhcr/en/home/executive_direction/official_policies/iom-foms/2013_iom_foms/iom0798013.html* • *UNHCR Manual, Chapter 8 is the most important reference document for UNHCR staff.* • *UNHCR Fleet Handbook*

For further guidance and operational support, please contact Asset and Fleet Management Section at HQSF01@unhcr.org.