

# ANNUAL REPORT 2024



JOINT PROGRAMME EXCELLENCE AND TARGETING HUB



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## FOREWORD BY THE HEAD OF THE JOINT HUB

In 2024, the number of forcibly displaced people worldwide soared to over 122 million—nearly double the figure from a decade ago. With 66 percent of these women, children and men trapped in protracted crises, the Joint Hub's mission to enable effective, sustainable and dignified responses has never been more important. By fostering inter-agency collaboration, driving programme excellence across the humanitarian-development nexus, and creating pathways to long-term solutions, we are not just meeting today's challenges – we are operationalizing commitments to advance solutions to forced displacement.

Since its founding in 2020, the Joint Hub has worked with 19 country operations worldwide. In 2024 alone, we facilitated joint assessments in Zimbabwe, Chad, Egypt and Kenya, operationalized the joint targeting strategy in South Sudan, conducted a technical review of the joint targeting approach in Lebanon, developed a joint strategy for self-reliance in the DRC and drew lessons learned in Uganda. At global level, we are leading an innovative project to leverage appeals data for more accountable and timely assistance. We also provide technical guidance on UNHCR-WFP joint appeals processes and support the roll-out of the Joint Analytical Framework (JAF) for assessments and analysis.

In 2024, the Joint Hub's performance, value, and future direction have been externally reviewed. The findings reaffirmed the Joint Hub's relevance, effectiveness, and cost-efficiency, despite some challenges related to integration within agencies and varying levels of institutional support. In response, WFP and UNHCR leadership committed to implementing the recommendations to sustain and enhance the Joint Hub's impact.

Looking ahead, Joint Hub 2.0 marks our next chapter—a five-year plan to strengthen WFP-UNHCR collaboration, refine governance, and enhance evidence-based, accountable humanitarian responses – support transitions, and promote sustainable responses. Bringing the expertise, resources and networks of WFP and UNHCR together enables us to engage diverse stakeholders and provide impartial, flexible support across operations. Over the next five years, we will deepen our support for country-level operations while reinforcing our role in global and regional collaboration.

To our partners and colleagues—thank you. Your trust and dedication make this work possible. The journey is not easy, but as we often say in the team: *Never, never give up.*

With gratitude,

Jane Lewis  
Head of the UNHCR-WFP Joint Hub

## ABOUT THE JOINT HUB

Building on a long-standing partnership between the UNHCR and WFP, the Joint Programme Excellence and Targeting Hub was established in 2020 to operationalize joint policy commitments. Comprised of a team of roving UNHCR and WFP technical experts, the Joint Hub is a demand-driven service drawing on each agency's expertise, knowledge, and networks to support country office operations.

The Joint Hub is overseen by a Strategic Advisory Group (StAG), headed by the WFP Director, Programme, Policy and Guidance Division Emergency, Preparedness and Response Service (PPG/EPR) and UNHCR Deputy Director, Division of Resilience and Solutions, Development Partnerships and Inclusion Service (DRS/DPIS). The StAG provides overall guidance and direction for the Joint Hub. This includes the setting of priorities, monitoring progress, and providing support to the Joint Hub coordinator and subject matter experts. The StAG ensures alignment with UNHCR and WFP technical and strategic directions and complementarities with other joint initiatives.

The work of the Joint Hub is thanks to the generous support of USAID's Bureau for Humanitarian Assistance and the US Bureau of Population, Refugees and Migration, who have provided seed funding through successful proof of concept, supporting the Joint Hub from 2020 to 2024.

### OUR VISION

Refugees and other forcibly displaced people live an equitable, protected, and dignified life, where they are self-reliant and autonomous.

### OUR MISSION

To provide strategic and technical support, upscaling evidence-based action and leveraging expertise, efficiencies, and best practice to inform protective, people-centred, needs-based solutions.

To foster collaborative action between WFP and UNHCR with governments and development actors through a shared vision and responsibility, to strengthen inclusion and to support an ethical transition to long-term solutions.

### OUR VALUES

**Integrity and independence:** The interest of the Joint Hub lies in the best available solutions for forcibly displaced people, putting them at the centre of decision making, free of undue influence.

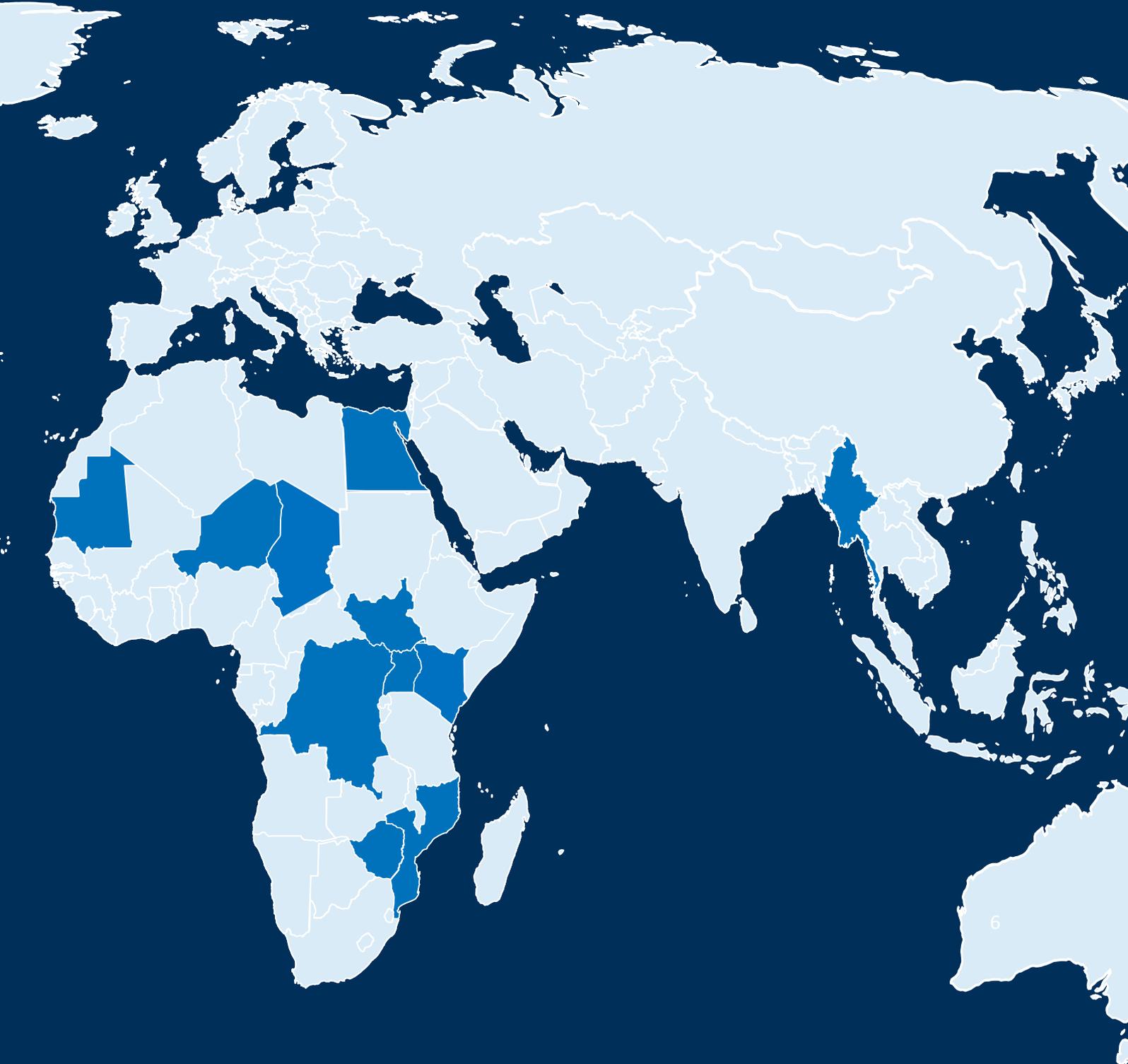
**Trust and respect:** We seek to build trust by conducting ourselves in a professional, transparent, and honest manner. Trust begins with listening to and valuing the opinion of the communities we serve and the country operations we support. Respect requires due regard for the perspectives, needs, and rights of others.

**Inclusion and collaboration:** We are committed to full participation in analysis, program, and policy formulation, and decision-making grounded in the belief that through collaboration we multiply our contribution.

**Excellence through evidence and innovation:** We embrace new ideas and aim for excellence in everything we do, by generating and leveraging evidence for results, while remaining flexible and adaptable.

**Optimism above all else:** We approach every situation with positive eyes and an open mind.

# COUNTRY OPERATIONS SUPPORTED IN 2024





## CHAD

JUN 2024 - ONGOING

Chad hosts more than 1.5 million forcibly displaced people, of which 1.3 million are refugees and 200,000 are Chadians displaced within their own country. The majority of refugees are fleeing the ongoing conflict in neighbouring Sudan, while others are from the Central African Republic, Nigeria and Cameroon.<sup>1</sup> At the end of 2024, a total 3.4 million people are acutely food insecure, due to the worst lean season ever recorded for the country.<sup>2</sup>

### JOINT HUB SUPPORT

Chad is the most recent addition to the list of countries supported by the Joint Hub. WFP and UNHCR country operations approached the Joint Hub to request support in responding jointly to the needs of forcibly displaced people, including Sudanese refugees, Chadian internally displaced persons (IDPs) and their hosts. In July 2024, WFP and UNHCR country operations signed a Scope of Work (SoW) with the Joint Hub, focusing on improving collaboration between both agencies, designing and implementing a joint needs and socio-economic assessment as well as revising their targeting strategy, strengthening systems for accountability to affected people, long-term planning to support self-reliance and inclusion, documentation and learning. The Joint Hub has supported WFP and UNHCR in Chad throughout 2024, and upon their request also integrated IOM and UNDP into technical-level and strategic discussions.

### KEY AREAS OF WORK IN 2024

- **Desk review:** the Joint Hub led the desk review of secondary data related to basic needs, capacities and services, Government policies, humanitarian programmes and targeting methodologies. This desk review is essential to identify the knowledge gaps before the design of the joint needs and socio-economic assessment.
- **Assessment and analysis:** following the desk review, the teams have been preparing for the joint needs and socio-economic assessment which will collect both quantitative and qualitative data and will be used to inform targeting, programming and planning. WFP and UNHCR agreed on the objectives of the assessment, the target group and sampling methodology, designed the data collection tool and finalised the Terms of Reference for the assessment. Data collection will be conducted in 2025.
- **Coordination:** a joint coordinator was recruited and started work in Q4. Based in N'djamena, the coordinator provides support on all aspects of the SoW, starting with the data collection for the joint assessment.
- **Self-reliance and inclusion:** UNHCR and WFP have committed to use the data (from the upcoming assessment) to inform self-reliance responses, beyond humanitarian assistance.

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<sup>1</sup> [Country - Chad](#)

<sup>2</sup> [Chad | World Food Programme](#)



## DEMOCRATIC REPUBLIC OF THE CONGO

AUG 2020 - ONGOING

The DRC is home to over 7 million forcibly displaced people, 500,000 of whom are refugees and 6.7 million are Congolese nationals displaced within their own country.<sup>3</sup> Refugees in DRC have fled conflicts in neighbouring Central African Republic, Rwanda, South Sudan and Burundi. The widespread and protracted humanitarian crisis in the country has had a severe impact on the lives and livelihoods of people in DRC and caused one of the largest hunger crises in the world. In 2024, a total of 25.6 million people experienced acute food insecurity.<sup>4</sup>

### JOINT HUB SUPPORT

The Joint Hub has been supporting WFP and UNHCR in DRC to develop a common understanding of the food and socio-economic needs of the Burundian, Central African Republic, and South Sudanese refugee populations to meet basic needs and contribute to self-reliance. [Assessments conducted in 2021 and 2022](#) revealed that refugees' vulnerability levels were extremely high, resulting in a decision not to shift to needs-based targeting for assistance but rather to focus on supporting self-reliance and socio-economic inclusion. This has remained the core of the Joint Hub's support throughout 2024.

### KEY AREAS OF WORK IN 2024

- **Self-reliance and inclusion:** WFP-UNHCR-FAO, with support from the Joint Hub, finalized the Self-Reliance Strategy (2025-2029), including the Action Plan and budget detailing the resources required to implement this transition plan. The strategy has been discussed with a wide range of private and public stakeholders and builds on complementary contributions from the three UN agencies to help forcibly displaced people transition from receiving humanitarian assistance towards sustainable livelihoods.
- **Advocacy and partnerships:** Throughout 2024, strategic engagement with donors, other UN agencies and development partners continued, with the aim of fostering broader support for the implementation of the multi-actor Joint Strategy.
- **Coordination support:** throughout 2024, the Joint Hub continued to coordinate weekly online meetings with WFP, UNHCR and FAO.
- **Closing phase:** after nearly five years of Joint Hub engagement and the completion of a broad scope of planned deliverables the Joint Hub has entered the closing phase of support, communicating this to country operations. Final steps include a phased handover, management involvement, learning from experience and final documentation.

<sup>3</sup> [Country - Democratic Republic of the Congo](#)

<sup>4</sup> [Democratic Republic of the Congo | World Food Programme](#)



## EGYPT

JUN 2023 - ONGOING

Egypt is the largest host country for Sudanese people fleeing conflict. 1.5 million Sudanese have fled to Egypt since the onset of the Sudan conflict, according to the Government of Egypt. Throughout 2024, the number of Sudanese refugees and asylum seekers registered with UNHCR increased from 200,000 to over 600,000 people. Egypt is also host to people fleeing Syria, South Sudan and Eritrea. Most refugees and asylum-seekers live in Greater Cairo and Alexandria.<sup>5</sup>

### JOINT HUB SUPPORT

The Joint Hub began supporting UNHCR and WFP in Egypt in June 2023, following a scoping mission and a request from the country operations. The Joint Hub is leading and coordinating collaborative work, which aims to assess refugee needs based on a 'one refugee' approach (regardless of country of origin) to inform targeting/prioritization of basic needs assistance and longer-term planning for socio-economic inclusion, whilst ensuring accountability to affected people.

### KEY AREAS OF WORK IN 2024

- **Assessment:** after finalizing the sampling methodology, questionnaire and logistical preparations, the quantitative data collection started in September 2024, conducted by the Egyptian Central Agency for Public Mobilization and Statistics (CAPMAS). Quantitative data collection was finalized in December 2024. The Joint Hub supported the country operations to conduct high-frequency data quality checks to identify any shortcomings in the data collection and address them during the exercise. Qualitative data collection is scheduled for 2025. The qualitative data collection exercise will be combined with community consultations for the validation of potential eligibility criteria and design of the targeting methodology.

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*“It has been a very useful practical, hands-on experience on all aspects of developing a targeting model. I have learned much about survey sampling, different targeting mechanisms, their pros and cons, and about other countries' experiences. Presentations on appeals and communication have been specifically useful.”*

*Feedback from UNHCR staff in Egypt*

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<sup>5</sup> See [Egypt: Emergency Response Update | Global Focus](#)

- **Self-reliance:** a technical working group on livelihoods and self-reliance, with focal points from both agencies and the Joint Hub, continues to meet regularly to define and discuss joint self-reliance pathways for refugees. Currently, the group is considering focusing on a specific geographical area of intervention (Upper Egypt) to build upon the agencies' current livelihoods and economic development interventions. Potential joint programmatic interventions include business, financial and technical support, mentorship, technical and vocational education and training (TVET). A general agreement was also reached in terms of integrating a social protection lens into the strategic discussions relating to livelihoods. To this end, social protection focal points from the Regional Bureaus have been involved in some of the discussions.
- **Coordination:** throughout 2024, the Joint Hub has provided coordination support, with regular calls since mid-2023.

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*“The work with the Hub was vital to coordinate the review and update of the targeting methodology between UNHCR and WFP. The Hub played a key role in making this happen.”*

*Feedback from UNHCR staff in Egypt*

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**KENYA**

**JAN 2024 - ONGOING**

Kenya is host to over 830,000 refugees and asylum seekers, forced to flee their homes in neighbouring Somalia, South Sudan, DRC, Ethiopia and other countries. Most refugees in Kenya reside in camps in remote, food insecure areas (44% in Dadaab and 40% in Kakuma) with only 16% in urban areas (mainly Nairobi).<sup>6</sup> The country is also severely affected by the climate crisis with droughts often followed by heavy rain and flooding – forcing people from their homes, destroying livelihoods and degrading land.<sup>7</sup>

### JOINT HUB SUPPORT

Discussions with WFP and UNHCR Kenya country offices began in 2023, with the Joint Hub's support formally starting in January 2024. The aim of the collaboration is to develop a framework for differentiated assistance for refugees, based on needs rather than displacement status, in alignment with the Government of Kenya's forthcoming multi-year Shirika Plan.

**Differentiated assistance** is a multi-agency comprehensive framework that integrates both humanitarian and development interventions, aiming to transition towards refugee self-reliance. It combines humanitarian aid, resilience-building activities, Government-led social protection, as well as safety nets provided by various agencies, aiming to address the diverse needs of affected populations.

### KEY AREAS OF WORK IN 2024

- **Coordination:** To ensure clear strategic guidance, operational oversight and technical support across all levels of the differentiated assistance framework, a multi-layered coordination structure was established by country operations. Further, dedicated groups have been formed across four workstreams<sup>8</sup> and four cross-cutting areas<sup>9</sup>, to coordinate multiple components of the differentiated assistance approach. Throughout the course of Q4, the country operations have increasingly led this process, with the Joint Hub playing an active role.
- **Assessment and analysis:** a detailed analysis of the three household surveys (i) Food Security Outcome Monitoring (FSOM), December 2023, (ii) the Kenya Analytical Program on Forced Displacement (KAP-FD), 2023, and (iii) WFP's Country Strategic Plan (CSP) Baseline, May 2024, along with the UNHCR registration data (ProGres), was pivotal in the initial profiling and data gap assessment. These datasets provided key insights into the socio-economic and food security conditions of refugee households. In addition to quantitative data, qualitative data was collected from September 6-27, 2024, through focus group discussions (FGDs) and key

<sup>6</sup> UNHCR [Country - Kenya](#)

<sup>7</sup> [Kenya | World Food Programme](#)

<sup>8</sup> Four workstreams are: household categorization, household identification, assistance packages and recourse mechanism.

<sup>9</sup> Four crosscutting areas are: strengthening legal frameworks, conducting risk analysis, ensuring effective communication and community engagement, and instituting a robust monitoring, evaluation, and learning process.

informant interviews (KIIs), covering all refugee camps, including Dadaab, Kakuma, and Kalobeyi. The FGDs and KIIs aimed to capture refugee communities' perspectives on proposed differentiated assistance, such as identifying the most and least vulnerable groups, understanding existing community structures for information dissemination and feedback, and gathering other relevant insights. In total, 302 FGDs and 37 KIIs were conducted by country operations. These discussions and interviews played a critical role in supplementing the quantitative data by offering a deeper understanding of community dynamics, needs, risks and potential areas for improvement in connection with differentiated assistance.

- **Accountability to affected people:** the Joint Hub supported the country operations in the development of a joint communications strategy as well as key messages and collaborated closely with staff in both Nairobi and the field, to establish a joint recourse mechanism linked to the provision of differentiated assistance.
- **Defining targeting method and assistance packages:** following the analysis of the qualitative data, several workshops were led by country operations in Oct-Nov, with government, NGOs and other UN/multilateral agencies participating. These workshops aimed to (i) identify the profiles that are to be used for targeting households and (ii) design the associated assistance packages combining humanitarian assistance and sustainable livelihoods interventions to contribute to refugees' self-reliance.



## LEBANON

JAN 2024 – ONGOING

WFP/Khadija Dia

Lebanon hosts approximately 1.5 million refugees, over 750,000 of whom are from Syria, Iraq and other countries which fall under UNHCR's mandate, in addition to Palestinian refugees supported by UNRWA. Nine out of ten refugee households live in extreme poverty, affected by hyperinflation and worsening socio-economic conditions.<sup>10</sup> Food insecurity is rapidly deepening across Lebanon, with almost a quarter of the population facing acute hunger.<sup>11</sup>

### JOINT HUB SUPPORT

The Joint Hub began supporting WFP and UNHCR country offices in Lebanon in early 2024. The aim was to undertake a technical review and analysis of the targeting, prioritization and accountability to affected people (AAP) systems in the UNHCR-WFP Cash Assistance for Basic Needs Program for (Syrian) Refugees in Lebanon. A final report was submitted to WFP and UNHCR in September 2024. However, due to the outbreak of the Israel-Lebanon conflict, the team has been on standby to finalize the report and complete the remaining deliverables as outlined in the Scope of Work.

### KEY AREAS OF WORK IN 2024

- **Targeting and accountability to affected people:** the Joint Hub conducted an extensive desk and literature review, data analysis and in-country mission aimed at reviewing the joint targeting, prioritization and accountability to affected people systems related to the UNHCR-WFP Cash Assistance for Basic Needs Program for (Syrian) Refugees in Lebanon. A final report summarizing the findings and recommendations was shared with country operations, to inform their ongoing and future programming.

### FINDINGS OF JOINT HUB TECHNICAL REVIEW

The Joint Hub's review found that the current targeting, prioritization, and accountability systems in Lebanon are effectively identifying and reaching the most vulnerable Syrian households. These systems have proven to be both cost-efficient and accurate in their approach. Several key practices contributed to this success:

- **Data and targeting:** the strategic use of high-quality data, the implementation of a robust evidence-based targeting method, and the integration of a non-expenditure measure of vulnerability into an initially expenditure-based model.
- **Integration of protection:** a protection-based layer has been added to the targeting model, further enhancing its effectiveness. This comprehensive and multidimensional approach is recognized as an example of good practice in humanitarian assistance, showcasing a well-

<sup>10</sup> [Lebanon | Global Focus](#)

<sup>11</sup> [Lebanon | World Food Programme](#)

rounded and effective methodology for addressing the diverse needs of vulnerable populations.

- **Grievance Redress Mechanism (GRM):** over time this mechanism has been continuously strengthened, evolving into a crucial component of the UNHCR-WFP Cash Assistance for Basic Needs Program. The GRM effectively identifies vulnerable Syrian families who may not be reached by the established targeting and prioritization methodology. The insights gained from the GRM have also contributed to improvements in the overall targeting approach.
- **Communication with communities:** key information is regularly and promptly shared through various communication channels preferred by refugees, including both remote and face-to-face methods. This proactive and responsive approach has significantly enhanced the program's effectiveness.

In addition to highlighting good practices, the report identifies areas where **optimization and improvement** could better align with agency guidance and recognized humanitarian standards:

- **Reducing complexity and increasing transparency:** the current targeting and prioritization model in Lebanon is complex, making understanding and communication challenging, even among practitioners. Simplifying the targeting and prioritization approach while maintaining efficiency would improve the model's clarity and usability, thereby enhancing transparency and stakeholder engagement. A streamlined and comprehensible approach, supported by robust quantitative and qualitative analysis and clear communication, would enhance the programme's effectiveness.

As **coverage has decreased**, from 90 percent to 50 percent, and is likely to drop even lower, addressing these complexities becomes increasingly important. Improved communication will help manage expectations and reduce the risks of beneficiary dissatisfaction.



## MAURITANIA

OCT 2020 – MAY 2024

UNHCR/Omar Doukali

The Islamic Republic of Mauritania is home to over 250,000 refugees, the vast majority of whom live in and around M'bera refugee camp in the southeast of the country, having fled the ongoing conflict in Mali.<sup>12</sup> Mauritania faces significant challenges due its sparsely populated, arid landscape, which exacerbates food insecurity and malnutrition.<sup>13</sup> Malian refugees are particularly vulnerable and many are dependent on assistance from humanitarian actors and the government to meet their basic needs.

### JOINT HUB SUPPORT

The Joint Hub has provided technical support to UNHCR and WFP in Mauritania since October 2020, resulting in a harmonized approach to targeting assistance and the successful inclusion of the most vulnerable refugees in the Government of Mauritania's social protection programmes, with the support of the World Bank (WB).

### KEY AREAS OF WORK IN 2024

- **Documentation and learning:** the Joint Hub phased out its engagement in Mauritania in 2024, with the completion of a [learning review](#), the handover of key documentation and a PRM/BHA donor monitoring mission with staff from Washington DC (findings below). Joint Hub support in Mauritania is now considered complete.

### MONITORING MISSION: RESULTS OF JOINT HUB WORK

Below are key findings from the BHA-PRM donor visit to Nouakchott and Bassikounou (May 2024), in which the results of Joint Hub work were observed, nearly a year after the bulk of support was completed. The mission was accompanied by one representative from the Joint Hub, and staff from WFP and UNHCR country offices. The aim was for PRM/BHA to monitor the work of the Joint Hub in the field, and to identify successes, challenges and potential for replication in other contexts.

#### 'Paradigm shift' moving to needs-based targeting

- Moving from status-based targeting to needs-based targeting was described by BHA/PRM as a considerable 'paradigm shift' in the way that UNHCR and WFP work together in refugee contexts. UNHCR and WFP staff, at all levels, demonstrated that they have integrated the logic of targeting.
- Refugees' acceptance of the rationale of targeting (despite frustration over exclusion errors in the targeting approach) was also considered evidence of this paradigm shift. Refugee leaders defend targeting as a necessary and even positive process, to encourage self-reliance and reduce aid dependence.

<sup>12</sup> [Mauritania | Global Focus](#)

<sup>13</sup> [Mauritania | World Food Programme](#)

- WFP and UNHCR staff underlined the importance of Joint Hub's support:

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*“Clearly the Hub was **really brilliant technical assistance**. Since 2020 we’ve had a lot of discussions about the PMT, the proxies to keep, how to streamline the process. And of course the Hub was there to document the whole process, which we might not have had time to do otherwise.”*

*Louis Falcy, (former) UNHCR Senior Development Officer in Mauritania*

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#### **Impact on Mauritanian national social protection system**

- Social Registry and WB staff highlighted that the targeting methodology developed (with Joint Hub support) was piloted for refugees in M'bera camp, before being rolled out nationally – and stated that the national system was able to benefit from the learning generated by the UNHCR-WFP-Joint Hub approach.
- Social Registry staff stated that the existence of this coherent targeting methodology contributed to the positive evaluation of the Social Registry and Tekavoul (social safety net programme) by the World Bank and the unlocking of additional funding through the International Development Association (IDA).
- Both Social Registry and World Bank staff agreed that there is an opportunity to pilot 'continuous registration' for refugees (new arrivals) in the Social Registry and to use this to inform continuous registration for the national programme.

#### **Sustainability and institutionalisation of the collaborative approach**

- The former Joint Hub consultant role is now jointly funded 50/50 by UNHCR and WFP country operations in Mauritania and is viewed as an extremely valuable asset for collaborative efforts. Donors considered this as evidence of the sustainability of the work initiated with the Joint Hub.
- Established and positive relationships, as well as regular coordination, continue between WFP, UNHCR, Social Registry and WB, both at national and field level.

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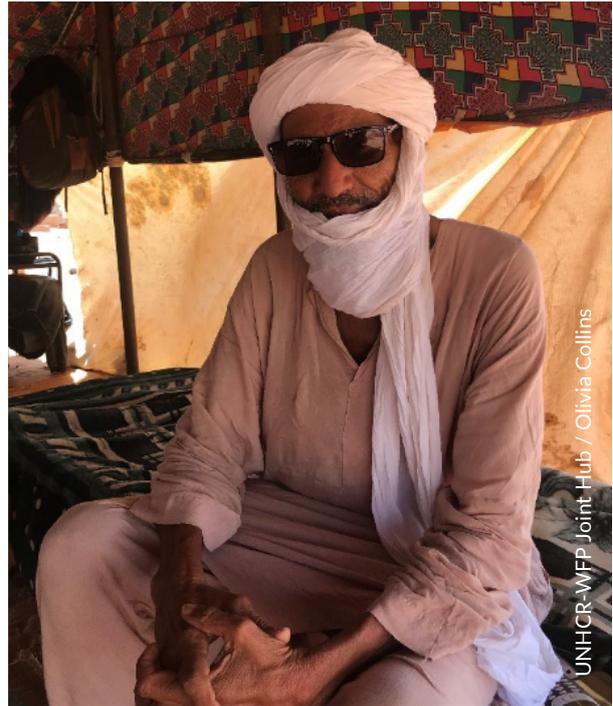
*“If it wasn’t for the Hub, we wouldn’t have had the capacity to do what the Hub did. The fact that the Joint Hub is from outside - but also internal – really helped. We have RAM, but they were already really busy.”*

*Kinday Samba, (former) WFP Country Director, Mauritania*

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“The targeting process is an essential stage in the lives of refugees. It marks the end of the emergency phase and the beginning of self-reliance.”

Mohamed Ag Malha (Momo), M’bera Camp Coordinator and Malian Refugee





WFP/Alfredo Zuniga

# MOZAMBIQUE

JUL 2020 - ONGOING

Mozambique hosts more than 24,000 refugees and asylum seekers and over 700,000 people displaced within their own country as a result of the ongoing conflict in the northern provinces and natural disasters such as cyclones and floods in central provinces.<sup>14</sup> A combination of natural disasters, extreme climate events, annual lean seasons and economic shocks, regularly threaten the food security of people living in Mozambique.<sup>15</sup>

## JOINT HUB SUPPORT

The Joint Hub has been supporting UNHCR and WFP's work with the Government and other partners on needs-based assistance delivery and enhancing refugee self-reliance in Mozambique, including through joint programme design for livelihoods in Maratane, a joint donor engagement strategy and the roll-out of the Call to Action (C2A).

## KEY AREAS OF WORK IN 2024

- **Analysis, assessment and targeting:** while discussions on re-targeting and prioritization for assistance resumed in early 2024, ProGres data was not sufficiently up to date to enable useful analysis. As the verification of ProGres data was put on hold by the Government – with no clarity as to when it can resume - these discussions were put on hold as well.
- **Accountability to affected people:** a joint AAP strategy for re-targeting (including communications and appeals processes) is also pending as discussions regarding re-targeting and prioritization are on hold.
- **Self-reliance and inclusion:** following the UNHCR-WFP HQ and RB joint mission to Mozambique to define the scope of the [Call-to-Action initiative](#) (C2A) in March 2024, senior management of both Country Offices endorsed the key findings and recommendations. The Joint Hub continues to coach and support the two country operations in the implementation of the agreed next steps. In particular, the Joint Hub developed the ToRs for the recruitment of a joint coordinator – co-funded by WFP (via the Joint Hub grant) and UNHCR HQ - who will be based in Mozambique and will oversee the C2A actions.

<sup>14</sup> UNHCR [Country - Mozambique](#)  
<sup>15</sup> [Mozambique | World Food Programme](#)



UNHCR/Colin Delfosse

## NIGER

### JUN 2022 - ONGOING

Niger hosts over 420,000 refugees and 500,000 internally displaced people.<sup>16</sup> The country has been affected by instability in neighbouring Burkina Faso, Libya, Chad, Nigeria and Mali. The food price crisis, recurrent climatic shocks and ongoing conflict have all contributed to increasing vulnerability for both refugees and Nigerien nationals alike. In 2024 a total of 3.4 million people—13 percent of the population—were acutely food insecure in the lean season.<sup>17</sup>

#### JOINT HUB SUPPORT

The Joint Hub has been supporting the UNHCR and WFP country offices in Niger since June 2022, with the development and implementation of a common targeting strategy for basic needs assistance for refugees, IDPs and host populations. The updated targeting strategy was implemented from May 2023 onwards, commencing with the community-based selection of households (May-August). The new lists of eligible households were used for food assistance from November 2023. In 2024, the Joint Hub has been phasing out its engagement in Niger, focusing on learning and documentation.

#### KEY AREAS OF WORK IN 2024

- **Learning and documentation:** The Joint Hub produced technical documentation detailing the process for targeting for WFP’s food assistance. In Q3-4 2024 a light learning review was conducted (online) to document successes, lessons learned, and areas for improvement from Joint Hub support.

#### LEARNING FROM JOINT HUB ENGAGEMENT IN NIGER

##### Good practices and innovations

**Area-based approach for refugees, IDPs, returnees and host population:** using an area-based approach to assessment, analysis and targeting, thereby providing an equitable humanitarian response (at least in terms of food assistance, in this case) for refugees, IDPs, returnees and host populations within a given geographic area.

**Community-based targeting as part of mixed methods approach:** using mixed methods targeting to bring together quantitative and qualitative methodologies. In Niger data-driven eligibility criteria were used in combination with community-based validation of these criteria and selection of eligible households by the community themselves.

<sup>16</sup> [Country - Niger](#)

<sup>17</sup> [WFP Niger Country Brief December 2024](#)

**WFP-UNHCR collaboration, with the Joint Hub as a neutral broker:** strong collaboration between WFP and UNHCR for joint assessment, analysis and targeting, with the Joint Hub providing an important contribution in terms of coordination and brokering a technical solution that met the needs and preferences of each agency, as well as being adapted to the context and types of data available.

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*“For WFP, the entry point is vulnerability to food insecurity, for UNHCR it is protection. The Joint Hub was like a mediator, trying to understand each agency’s perspective and find a consensual solution. They were very good mediators”*

*Wahabou Hassane, Programme and Policy Officer, WFP Niger*

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**Capacity strengthening through Joint Hub technical support:** Joint Hub’s technical support and mentoring approach facilitated WFP and UNHCR staff in learning, putting into practice and integrating the skills, knowledge and mindset necessary for collaborative work. This was particularly true for those staff working on joint assessment, analysis and targeting.

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*“On the capacity building side, working with the Joint Hub was great, it felt like an exchange. Capacity building wasn’t a target I set out for the Research, Assessment and Monitoring (RAM) team at the beginning, but it was a positive side-effect”*

*Anna Law, Head of RAM, WFP Niger*

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## Challenges encountered

**Harmonising appeals processes:** there were multiple appeals processes, owned and managed by each agency. Despite the original aim – at least on the part of the Joint Hub - of developing a functioning joint WFP-UNHCR appeals process, this was not fully realised.

**Engaging jointly with development actors:** from the perspective of the Joint Hub, engagement with development actors could have been strengthened, to better leverage the data to inform the transition from humanitarian to development action and sustainable response.

**Maintaining collaboration to ensure continuous targeting:** establishing shared ownership and systems (such as a joint governance body) to ensure that targeting is managed in a sustainable and accountable manner over time.



WFP/Hugh Rutherford

## SOUTH SUDAN

NOV 2022 - ONGOING

South Sudan is affected by a severe and protracted humanitarian crisis, driven by conflict, climate shocks, widespread economic crisis, and the conflict in neighbouring Sudan. In 2024, South Sudan hosts over 530,000 refugees and asylum seekers, most of whom are from Sudan (94%), with others from DRC, Ethiopia and other countries. Since the onset of the Sudan crisis, over one million people have arrived in South Sudan seeking safety, both South Sudanese nationals returning home (70%) and Sudanese people forced to flee their country.<sup>18</sup> In 2024, more than 7.5 million people in South Sudan are acutely food insecure.<sup>19</sup>

### JOINT HUB SUPPORT

The Joint Hub has been engaged in South Sudan since late 2022, on the request of WFP and UNHCR country operations. Due to severe resource constraints and a gradual reduction of food and non-food assistance over recent years, the Joint Hub support was requested to ensure the most effective and accountable use of these limited resources. Both WFP and UNHCR agreed on providing assistance to refugees based on their vulnerability and needs, rather than their refugee status.

The Joint Hub has provided technical support in assessing the needs of refugees, designing and implementing a targeting and prioritization strategy for food assistance, communicating with refugees and strengthening joint appeals processes. As Joint Hub engagement reaches its final phase, country operations have firmly led the process in 2024 and the level of support provided by the Joint Hub has reduced, focusing mostly on technical backstopping as required.

### KEY AREAS OF WORK IN 2024

- **Coordination:** the Joint Hub has continued to coordinate monthly (or biweekly) online meetings with WFP and UNHCR country operations teams, however, despite the country operations' increased role in leading the process, it should be noted that progress overall has been challenging due to competing priorities, particularly the emergency response to the Sudan influx, and reduced staffing for the teams in South Sudan.
- **Assessment, analysis and targeting/prioritization:** the Joint Hub provided technical support to use the Joint Analytical Framework (JAF) for an expanded '[Joint Post-Distribution Monitoring](#)' (JPDM) in 2023, that could be used to assess refugees' needs, for vulnerability profiling and to design a targeting approach for food assistance. On the basis of the JPDM data, the prioritization approach was designed and then implemented in 2024.

<sup>18</sup> [UNHCR South Sudan Fact Sheet March 2025](#)

<sup>19</sup> [South Sudan | World Food Programme](#)

- **Prioritization approach:** the most vulnerable protection cases are identified through five eligibility criteria which correlate with household vulnerability (as defined in the [Joint Analytical Framework](#)) and are validated through community consultations). These prioritised households receive food rations throughout the year, while that do not meet the specified eligibility criteria below, only receive food assistance during the lean period of four to 8 months, specific for the location. Eligibility criteria are:
  - Households with member(s) with chronic illness
  - Households with member(s) with disability
  - Child-headed households
  - Elderly headed/ elderly living on their own
  - Households with children at risk or unaccompanied children
- **Accountability to affected people:** in 2024, WFP and UNHCR country operations were leading the final preparations for the establishment of a joint appeals mechanism and joint communication with refugees, with the Joint Hub providing technical backstopping. While WFP staff were provided with training and limited access to UNHCR's proGres database to facilitate effective appeals management. However, the full implementation of the mechanism encountered delays.
- **Advocacy for self-reliance and economic inclusion:** country offices are reviewing the type of technical support needed from the Joint Hub to advance medium-term self-reliance and economic inclusion efforts. Meaningful discussions around self-reliance and inclusion are challenging given capacity constraints and competing priorities.



WFP/Arete/Kibuuka Mukisa

# UGANDA

## JUL 2021 – PHASING OUT IN 2024

Uganda hosts over 1.8 million refugees, more than any other country in Africa, with the majority of refugees coming from South Sudan and the Democratic Republic of Congo, as well as Sudan, Eritrea, Somalia, Burundi and other countries.<sup>20</sup> The Ugandan Government provides refugees with plots of land for cultivation to encourage self-sufficiency, however refugees struggle to meet their basic needs, and many are still dependent on humanitarian assistance.

### JOINT HUB SUPPORT

The Joint Hub has been supporting UNHCR and WFP in Uganda since 2021 to assess vulnerability and develop a needs-based prioritization strategy for food assistance for refugees. The prioritization strategy combines geographical and index-based approaches to prioritise the most vulnerable households and the use of categorical criteria to phase out self-sufficient refugees.

### KEY AREAS OF WORK IN 2024

Since 2023, the Joint Hub has been progressively phasing out its engagement as country teams, working with the Ugandan government, have been leading the implementation of the prioritization approach.

- **Learning and documentation:** the Joint Hub led a learning review in October 2024, during which interviews and discussions were held in both Kampala and Rwamwanja, with staff from WFP, UNHCR, the Government of Uganda’s Office of the Prime Minister (OPM), donors, non-governmental organization (NGO) partners, and refugees themselves. Summary of learning presented below.
- **Accountability to affected people:** following the learning review, further ad hoc AAP support was provided to country operations.

### LEARNING FROM JOINT HUB ENGAGEMENT IN UGANDA

**The roll-out of the prioritization approach for food assistance in July 2023 represents a strategic change in the delivery of household-level assistance in Uganda.** Throughout the learning review, it was widely acknowledged that prioritization had been achieved through exceptional collaboration, planning, and implementation between OPM, WFP, and UNHCR and by placing importance on the need to actively communicate with and engage affected communities.

**WFP and UNHCR were driven to pursue this prioritization approach largely due to the external pressures of reducing resources and the increasing demands from donor partners.** Though these factors were the catalyst, prioritization was also considered important as an effort to shift away from dependency on humanitarian assistance and to promote a model that recognizes refugees’ diverse

<sup>20</sup> UNHCR [Country - Uganda](#)

needs and vulnerabilities. Once the process was set in motion, WFP and UNHCR country offices managed to implement prioritization of food assistance under relatively tight timelines. However, it was acknowledged that prioritization (or rather targeting) of assistance should have been implemented earlier, at a time when Ugandan refugee operations were fully funded and thus identified needs could have been met.

**The importance of the shift from status-based to needs-based assistance should not be underestimated.** Transitioning to this new and relatively complex approach has required huge efforts, with implications for other humanitarian organizations and the Ugandan government. This transition should be seen as a strategic issue which requires collective responsibility and burden sharing across the humanitarian-development nexus in order to support refugees in becoming increasingly self-reliant and less dependent on humanitarian assistance.

**In terms of the prioritization model adopted, the fact that it is strongly data-driven was greatly appreciated and the index-based approach offers many advantages from a technical perspective.** However, choosing this complex approach necessarily involves a trade-off in terms of reduced transparency and ease of communication with communities and partners. This inherent challenge was compounded by fears that refugees' knowledge of the model may result in them manipulating their registration data (in order to positively affect their eligibility for assistance), resulting in a decision to withhold sharing certain technical details of the model.

**Consequently, the majority of people consulted during this learning review, with the exception of some technical staff within WFP and UNHCR, reported having difficulty understanding the technical details** of the prioritization approach, from how vulnerability was calculated to how refugee households were categorized. More could have been done to explain the index-based prioritization approach to all involved and to integrate their perspectives into the design of the model, and country offices are keen to do this in the next phase.

**With regard to appeals, despite the presence of the Prioritisation Review Mechanism and the combined efforts to jointly establish this, a robust and responsive appeals process and capacity are still lacking.** To ensure the effectiveness of an appeals process, it should be resourced appropriately – not only in terms of sufficient registration and case management capacity but also an adequately sized resource buffer so that re-categorized households can be included on assistance lists. WFP, UNHCR, and their donor partners should prioritize a robust appeals process and ensure sufficient resources are allocated to support it effectively. Prioritizing the delivery of assistance over accountability is not advisable, as both are essential to ensuring effective and equitable support for vulnerable households.

**Throughout the prioritization process, WFP and UNHCR have demonstrated their responsiveness to a changing environment,** their openness to learning, and commitment to continuous improvement, an approach that will be invaluable when revising the prioritization strategy in the future. The learning review led by the Joint Hub will contribute to informing the ongoing response in Uganda, not only for WFP and UNHCR, but also for other partners and stakeholders involved.



WFP/Cynthia R Matonhodze Njovo Weir

# ZIMBABWE

NOV 2023 – DEC 2024

Zimbabwe hosts 23,00 refugees and asylum seekers, the majority of whom have fled the DRC, with a small number from Burundi and other countries.<sup>21</sup> Most refugees live in Tongogara Settlement, where 90 percent of households are considered vulnerable, unable to meet their essential needs without external assistance.<sup>22</sup>

## JOINT HUB SUPPORT

The Joint Hub formally began supporting joint work in Zimbabwe in September 2023, to guide country operations through the process of assessing needs and vulnerabilities of refugees, as well as opportunities for, and barriers to, self-reliance. Joint Hub support in Zimbabwe is now considered complete.

## KEY AREAS OF WORK IN 2024

- **Assessment and analysis:** a Joint Assessment Mission (JAM), using the JAF methodology, took place between November 2023 and February 2024 to understand the needs, capacities and vulnerabilities of refugees and asylum seekers living in Tongogara Refugee Settlement (TRS). The assessment was conducted by WFP and UNHCR teams with support from the Joint Hub, and with participation of the Government of Zimbabwe and nongovernmental organizations (NGOs). The JAM report was published in August and can be found here: [Zimbabwe - WFP-UNHCR Joint Hub](#)
- **Refugee self-reliance:** the JAM recommended that stakeholders jointly advocate to address current restrictions on refugees' work opportunities and freedom of movement and to prioritize a multi-year and multi-stakeholder self-reliance strategy for refugees, in alignment with the Government of Zimbabwe's pledges at the Global Refugee Forum and associated plans. This includes investing in transformative livelihood programmes that can generate long-term impacts and build upon present experiences and expertise.

### What colleagues in Zimbabwe are saying about Joint Hub support

“Using the JAF tool, we brought together the multifunctional teams from both agencies, allowing us to **gather more detailed information that has been invaluable in informing our programming.**”

We frequently refer to this report as we are developing new strategies to transition from camp maintenance towards sustainable responses,”

Rita Gwarada, UNHCR Associate Programme Officer, Zimbabwe.

<sup>21</sup> UNHCR [Country - Zimbabwe](#)

<sup>22</sup> [Joint Assessment Mission \(JAM\) Report, Zimbabwe UNHCR-WFP 2024](#)

# SUPPORTING WFP-UNHCR COORDINATION

## AT GLOBAL LEVEL

The Joint Hub coordinates three different thematic working groups at global level, on (1) Assessments, Analysis and Targeting, (2) Accountability to Affected People and (3) Livelihoods and Economic Inclusion.

These working groups bring together staff from both WFP and UNHCR, across different divisions and areas of work, offering a forum to share experience and challenges, and to agree on technical and strategic approaches to collaboration. Many of the achievements presented below have emerged as a result of this global level coordination between the two agencies.

## AT REGIONAL LEVEL

In 2024, the Joint Hub continued to coordinate with two Regional Bureaux, East and Horn of Africa (in Nairobi) and Middle East and North Africa (MENA) in Jordan (UNHCR) and Cairo (WFP). The focus has been on these two bureaus as they cover the regions in which most of the countries the Joint Hub supports are located.

The aim of the Joint Hub's engagement at regional level is to increase knowledge sharing, as well as to agree on approaches to deliver tailored support to country offices – ideally being able to identify in advance which countries may need support.



## GLOBAL LEVEL ACHIEVEMENTS

### EXTERNAL REVIEW OF THE JOINT HUB

UNHCR and WFP commissioned an independent evaluation team, Mokoro Ltd, to review the work of the Joint Hub and to inform its future institutional set-up and scope. The review took place from January to July 2024, with the final report shared on 30 July.

The review assessed the Joint Hub's delivery and added value against planned objectives, examined progress in the partnership between the two agencies, and explored the future direction of the Joint Hub. It found that the Joint Hub is **relevant**, **effective**, and **cost-efficient**, with the potential for even greater impact if better supported and included a set of recommendations for enhancements to the Joint Hub's mandate, set-up, governance and financing.

#### Review findings

The review highlights that the unique design and organizational structure of the Joint Hub has been pivotal to its success while also presenting certain challenges. The Joint Hub's autonomy—comprising highly skilled technical specialists from both WFP and UNHCR under a single coordinator—has enabled it to maintain neutrality and provide robust technical and analytical support across agencies. This independence has strengthened trust among donors and facilitated engagement with country offices, particularly where the Joint Hub's impartiality and expertise are seen as valuable in negotiations.

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*“If we got rid of the Hub for any reason, we would ultimately end up trying to reinvent it further down the line.”*

*Global key informant, cited in the External Review of the Joint Hub*

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However, this same autonomy has resulted in limited institutional support and integration within both organizations. Consequently, there have been inconsistencies in collaboration at HQ and regional levels, leading to missed opportunities for broader impact. While the demand-driven model allows for tailored support, the Joint Hub's engagement could be better aligned with agency priorities and work plans to enhance its effectiveness. The role of regional bureaus and the lack of sustained institutional support, particularly within UNHCR, have further constrained its potential for long-term impact.

The external review recommended expansion of the Joint Hub for a period of 5 years, with mid-term and end term reviews.

#### Management response

Executive leadership and management from both WFP and UNHCR have endorsed the findings and positive results identified through the external review of the Joint Hub and have committed to implementing the recommendations from the final report. This will ensure the Joint Hub's continuation and growth in the coming years.

### JOINT APPEALS PROCESSES

In 2024, the Joint Hub produced a set of technical documents focusing on joint appeals processes, intended as useful resources to support collaboration and strengthen our collective efforts.

These documents are based on lessons learned from various country operations where we have supported collaboration – particularly Mauritania, Niger, Rwanda and Uganda – with valuable inputs from both UNHCR and WFP HQ teams.

The package includes four documents designed to meet the needs of different audiences and facilitate practical application:

1. **Technical Brief:** consolidating key learning and recommendations from joint appeals processes across different operations. It provides comprehensive insights on best practices and considerations for enhancing joint efforts in the field.
2. **Summary for Senior Managers (two-pager):** distils the key messages from the Technical Brief, focusing on strategic points relevant for senior managers and decision-makers.
3. **Country Examples Document:** featuring case studies from Mauritania, Niger, Rwanda and Uganda, this document highlights how key technical aspects were applied in different operational contexts, offering practical insights.
4. **Checklist:** a concise, actionable checklist summarizing the key points from the Technical Brief, intended as a quick reference for teams in the field.

See [Appeals processes for targeting | UNHCR Assessment and Monitoring Resource Centre](#)

## UNHCR-WFP JOINT ANALYTICAL FRAMEWORK

### What is the JAF?

The Joint Analytical Framework (JAF) is a set of tools to guide UNHCR and WFP country operations to reach a common understanding of the ability of refugees, asylum seekers, and other forcibly displaced people to meet their basic needs. Basic needs are identified according to three indicators: economic capacity, food consumption and negative coping strategies.

#### What people are saying about the JAF

“The tool is **intuitive and easy to understand**. It makes sense, it’s simple. The biggest advantage of the JAF is that it **looks at household-level vulnerability as well as the larger contextual factors** that influence a refugee household’s ability to meet their essential needs, for example national legal frameworks and availability of public services. It looks at both the macro level and the micro level and connects them together. I imagine it could also be a useful reference for designing assessments among other forcibly displaced population groups such as Returnees, IDPs, etc.”

- William McFall, WFP Vulnerability Analysis and Mapping (VAM) Officer, supported the Joint Hub to design and implement a vulnerability assessment in eight refugee camps in South Sudan. The objective of the exercise was to understand whether a vulnerability-based targeting approach could be a suitable alternative to the existing status-based targeting for food assistance in the camps.

“The outcomes of the joint assessment, guided by JAF, also showed the **versatility of this approach that can be applied in different settings**. We are now considering conducting a similar exercise for our urban-based refugee community.”

- Rita Gwarada, UNHCR Associate Programme Officer, shared her experience with the JAF in Zimbabwe.

### Why do we need a joint approach?

The work of the Joint Hub since 2020 has highlighted the need for a joint approach to guide UNHCR and WFP country operations to have a common understanding of refugees’ multi-faceted needs and a shared approach to analyzing data. In the past, the two agencies developed tailored analytical approaches for each context in which they work together, which was a time-consuming and complex process. Therefore, both WFP and UNHCR agreed to develop a joint analytical framework at global level, to be used as a reference for country offices and regional bureaus.

### How has the Joint Hub contributed?

The Joint Hub led and coordinated this process from April 2022 onwards, supporting technical work across UNHCR and WFP divisions at their respective headquarters, finalising the package of tools including quantitative and qualitative questionnaires, a self-reliance module, and a data analysis plan.

In 2024, the Joint Hub has led the use of the JAF for assessments in South Sudan, Zimbabwe, Egypt and Chad.

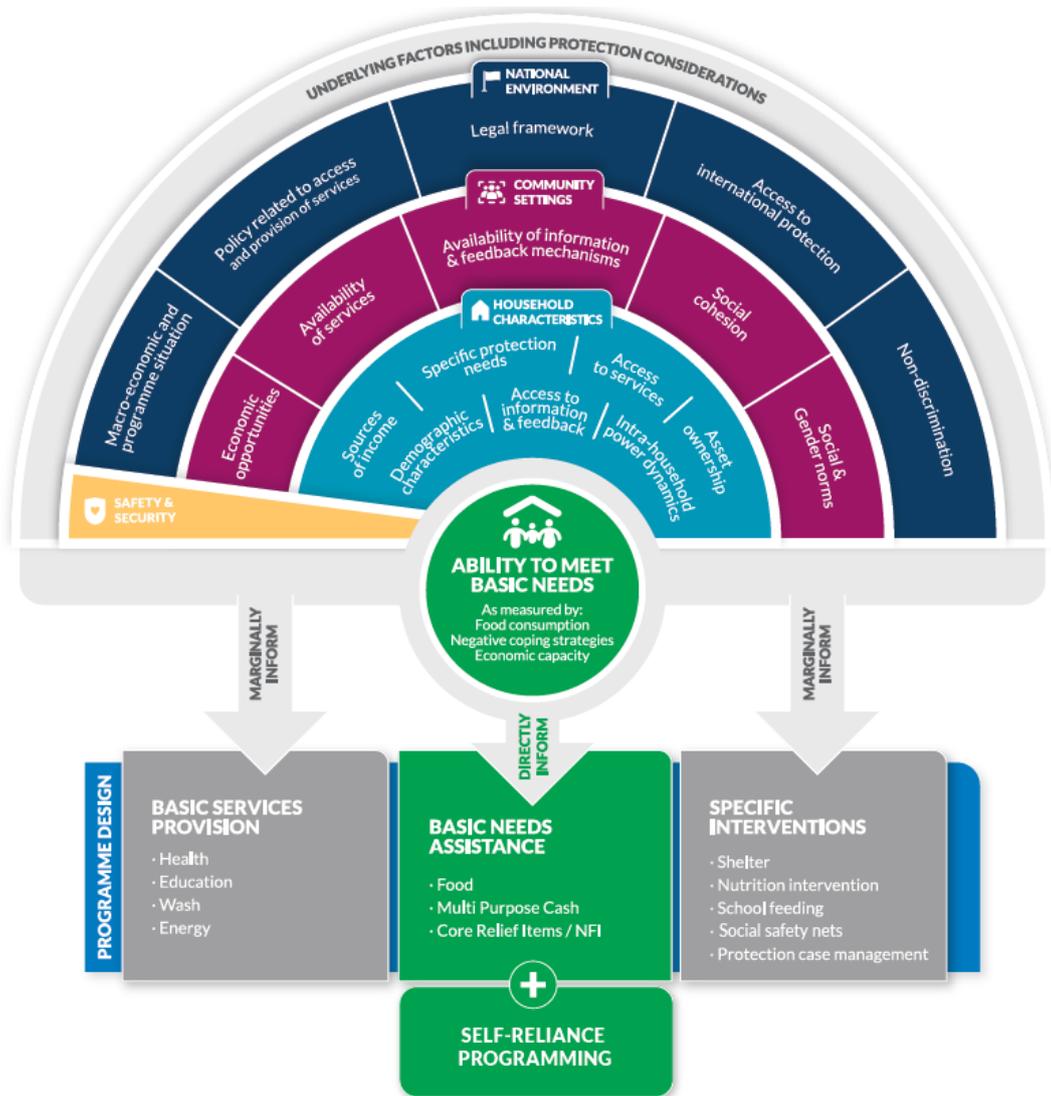
### Rolling out and institutionalizing the JAF

In addition to using the JAF in the countries the Joint Hub supports, the Joint Hub organized a series of six 'learning lab' webinars in 2024, to encourage wider uptake of the tools. The table below shows the different topics and number of attendees for each learning lab:

Webinar topic	Date (2024)	Participants
1. Getting started with the JAF	24 Jan	311
2. The importance of the desk review	31 Jan	171
3. Quantitative data collection and analysis	14 Feb	187
4. Qualitative data collection and analysis	28 Feb	114
5. Livelihoods module	6 March	132
6. Using JAF findings to inform joint programming	13 March	91

The JAF learning labs, and other resources, are publicly available on the [Joint Hub's Youtube channel](#).

The JAF is fully aligned with each agency's corporate approach to assessment and analysis and thus requires being integrated into existing guidance and tools. For example, in early 2024, UNHCR launched its [Assessment and Monitoring Resource Centre](#), which includes the [JAF](#) as one of the recommended methodological approaches and integrates guidance on how to use the tools. In parallel, work is included the quantitative JAF questionnaires in the WFP survey design and the translation in French of the questionnaires and the complete toolkit is ongoing.



## GLOBAL REPORT ON FOOD CRISES

The [Global Report on Food Crises \(GRFC\)](#) provides a comprehensive overview of acute food insecurity around the world. Through independent and evidence-based analysis, the report is used to inform decision-making for humanitarian and development assistance at global, regional and country-level.

The GRFC is published on an annual basis by the Food Security Information Network (FSIN) in support of the Global Network against Food Crises. The findings result from the collaborative effort of 16 partners to achieve a consensus-based assessment of acute food insecurity, including in situations of forced displacement.

In 2024, the Joint Hub has continued to contribute to the work on forced displacement in the GRFC and the [mid-year update](#). In Q3, Joint Hub team members participated in the GRFC 2025 workshop, and were instrumental in the agreement to include a dedicated displacement chapter in the report.

## DATA INNOVATION FUND PROJECT

The 'Leveraging appeals data for more accountable and timely assistance' initiative was launched in early 2024, having been selected as one of the awardees of the [UNHCR Data Innovation Fund](#). The project is led by the Joint Hub, in close collaboration with UNHCR and WFP HQ focal points.

### Why do we need this project?

The project aims to transform the handling of incoming appeals from refugees and other people we serve, to develop a solution that is data-driven, efficient, and fair. The challenges with existing systems to process appeals include:

- Substantial influx of appeals, particularly in the initial weeks of targeting or re-targeting assistance
- Pressing need to process appeals quickly to avoid vulnerable people receiving less or no assistance while their appeal is being reviewed
- Limited staff capacity to follow up on appeals
- Lack of an automated system to facilitate triage of incoming appeals
- Ad-hoc approaches to data visualization pose challenges in the effective and timely communication of key insights to decision-makers

### Progress in 2024

- Close coordination and collaboration between UNHCR and WFP focal points as well as continued engagement of key stakeholders in both organizations
- Approval of budget (USD 164,800), and extension of project duration until June 2025
- Development of stakeholder and data mapping
- Mapping of appeals processes including both an online survey and online meetings with selected operations
- Development of Solution Design Document

## COST OF TARGETING STUDY

The Joint Hub has commissioned a study on the 'Costs of Targeting', which aims to estimate the costs and benefits associated with targeting humanitarian assistance. A collaboration between the Joint Hub, WFP, UNHCR and UNU-MERIT at Maastricht University, the research utilises a case study methodology, independently evaluating key targeting metrics, and providing concrete examples and recommendations for decision makers.

In 2024, research was conducted in the three case study countries: Rwanda, Colombia and Mauritania. The study's methodological approach is based on an extensive literature review and key informant interviews with WFP, UNHCR, national governments and other stakeholders.

A reference group comprising representatives from UN agencies, NGOs, donors (including the United States Government) and development actors, has been established to provide strategic and technical guidance to the study.

Results from the study will be published in 2025.

## INTEROPERABILITY OF DATA SYSTEMS FOR FEEDBACK MECHANISMS

Data interoperability and ensuring that WFP and UNHCR systems “speak to each other” are goals shared by both agencies and the Joint Hub, however, progress has been challenging due to evolving technological transitions, global development requirements, and competing priorities.

Throughout 2024, the Joint Hub has been looking for a country context in which to pilot an interoperability solution for complaints and feedback mechanisms (CFM) that facilitates the exchange of data between WFP (SugarCRM) and UNHCR (ProGres) systems via PING, the PRIMES<sup>23</sup> Interoperability Gateway

Ethiopia, Haiti, Peru and Burundi were identified as potential pilot countries but following discussions with country operations, none of these were feasible options. The Joint Hub will continue collaborating with WFP and UNHCR to identify a relevant use case for CFM interoperability. However, due to ongoing transitions, it is unlikely to be feasible until 2026. At the same time, the Hub will maintain ongoing dialogue to advance progress on biometric and bio-data interoperability.

## SHARING LEARNING AT EXTERNAL EVENTS

### HUMANITARIAN NETWORKS AND PARTNERSHIPS WEEK

HNPW was held in Geneva from 6-10 May 2024, offering a chance for humanitarians to come together to hold discussions, exchange knowledge and build connections.

The Joint Hub participated this year, both through a stand in the marketplace allowing the opportunity to raise the profile of the Joint Hub among fellow humanitarians, and through a hosted session entitled “Targeting, Prioritization and the Cost of Accountability” attended both in person and online. The session encouraged participants to put themselves in the shoes of refugees and host community members, prompting discussions of what it means to be truly accountable to the people we serve and the cost to them if we are not.

### AIDEX

AidEx is a humanitarian aid and disaster relief event, which was held in Geneva on 23-24 October 2024. The Head of the Joint Hub was a panellist in the session entitled ‘From Rivals to Allies: How Can We Deepen Interagency Partnerships to Elevate the Next Generation of Development Programming?’.

The session explored how organizations, often seen as competitors, can transform their relationships into collaborative partnerships that elevate global development programming. With a focus on trust, accountability, and shared values, the Joint Hub and other leaders in the sector described how successful partnerships have been built in diverse and often challenging environments.

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<sup>23</sup> PRIMES is UNHCR’s digital Population Registration and Identity Management Ecosystem. It brings together all of UNHCR’s digital registration, identity management and case management tools into one internally connected and interoperable ecosystem.



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**JOINT PROGRAMME EXCELLENCE AND TARGETING HUB**