



JOINT PROGRAMME EXCELLENCE AND TARGETING HUB



UNHCR-WFP JOINT PROGRAMME EXCELLENCE AND TARGETING HUB – 2021 REPORT

December 2021

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INTRODUCTION

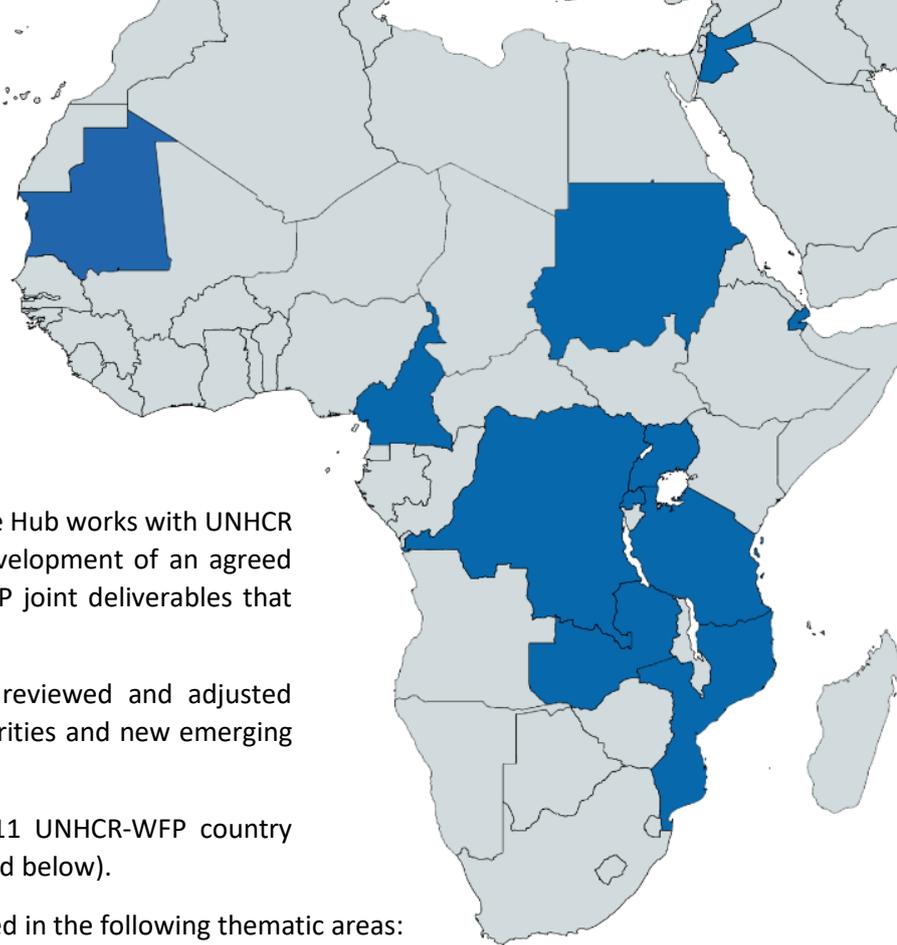
In April 2020, with support from the US Bureau of Population, Refugees, and Migration and the Bureau for Humanitarian Assistance (BHA), UNHCR and WFP established the UNHCR-WFP Joint Programme Excellence and Targeting Hub (“the Hub”) – a joint initiative to support greater outcomes for refugees through increased collaboration at country, regional and global levels.

With the aim of putting policy into practice, the Hub reinforces and operationalizes corporate policy commitments while responding to the growing demand of country offices and regional bureaus for technical support and fostering a new way of working between the agencies building on comparative advantages looking at both short- and long-term needs.

The following report provides a review of activities and achievements from January to December 2021, the first full year of Hub support. A significant number of milestones were achieved in 2021 in different thematic areas, with an increase in UNHCR and WFP collaboration and joint activities that have resulted in improved quality and use of data to inform programmatic decision making, and the development of targeting and prioritization approaches.

A significant focus of the Hub’s work has also been to support protection mainstreaming and accountability to affected people throughout the programme cycle and the targeting and/ or prioritization process. UNHCR and WFP have conducted a number of activities in support of this in 2021, with the Hub providing guidance and technical support.

Working closely with UNHCR and WFP thematic teams, the Hub continues to capture best practices and lessons on UNHCR and WFP collaboration, synthesizing, documenting and sharing learning from countries supported by the Hub in technical briefs, guidance, and summaries of examples for UNHCR and WFP country offices, regional bureaus, and headquarters teams to improve collaboration efforts.



SUPPORT COUNTRIES

Following joint expressions of interest, the Hub works with UNHCR and WFP country offices through the development of an agreed Scope of Work document on UNHCR-WFP joint deliverables that are to be supported by the Hub.

The Scope of Work document is then reviewed and adjusted periodically according to operational priorities and new emerging needs.

In 2021, the Hub provided support to 11 UNHCR-WFP country offices across various thematic areas (listed below).

Hub support to joint activities was provided in the following thematic areas:

	Assessment	Targeting	AAP	Data	Programme
Cameroon					
DRC					
Djibouti					
Jordan					
Rwanda					
Mauritania					
Mozambique					
Sudan					
Tanzania					
Uganda					
Zambia					

There is broad recognition that the Hub has been able to deliver tangible results under otherwise difficult circumstances (particularly related to Covid-19 travel restrictions) and has built credibility through precise yet flexible technical support and its role as an honest broker between and among the agencies. Support to date has been tailored to each country context, available capacities, and collaborative history. As a result, the Hub is well-placed to leverage its accumulated knowledge and know-how and is in the process of establishing of concrete and practical model for UN agency collaboration, while enhancing policy coherence and promoting good humanitarian practice.

ACHIEVEMENTS PER THEMATIC AREA

ASSESSMENTS AND ANALYSIS

Up-to-date, high-quality data is essential to inform joint targeting, prioritization and programming. Upon demand, the Hub has provided technical support and facilitated inter-agency coordination for the implementation of joint UNHCR-WFP assessments and monitoring exercises across six countries in 2021.

Hub support included coordination of assessment exercises alongside technical support throughout the assessment process. The Hub supported on the development of assessment terms of references, budgeting, sampling, questionnaire design, enumerator training, data cleaning, analysis, report writing, and capacity building. In addition, the Hub worked/s closely with both country office teams on the crafting of recommendations and strategic discussions on the use of the findings to inform programmatic design and targeting and prioritization decisions.

Assessments have been designed to capture immediate basic needs, protection considerations, as well as livelihoods at household level while harmonizing each agency's information needs and integrating corporate toolkits. From the outset, this approach has helped to facilitate the articulation of shared vision and goals for targeting and programmatic decision making, thus maximizing the relevance and utility of generated data.

In 2021, 10 UNHCR-WFP joint assessment exercises were completed with Hub support:

	Country	Completed assessments	Type of assessment
1	Cameroon	Joint Assessment Mission (JAM) for Nigerian refugees	Sample-based household survey, key informant interviews; focus group discussions
2	DRC	Census of Burundian refugees in South Kivu	Census-based household survey
3	DRC	Census of South Sudanese refugees in Ituri	Census-based household survey
4	DRC	Joint Needs Assessment for in-camp CAR Refugees	Sample-based household survey
5	DRC	Joint Needs Assessment for the new influx of CAR Refugees out of camp	Sample-based household survey
6	Jordan	Joint Rapid Mobile-based Needs Assessment for Non-Syrian refugees	Sample-based household survey
7	Mauritania	Joint census of refugees in Bassikounou for inclusion in National Social Registry	Census-based household survey
8	Rwanda	Joint Post-Distribution Monitoring and Needs Assessment (first exercise)	Sample-based household survey, focus group discussions
9	Rwanda	Post-Distribution Monitoring (second exercise)	Sample-based household survey, focus group discussions
10	Mozambique	Joint Assessment Mission (JAM) in Maratane camp	Sample-based household survey, key informant interviews, focus group discussion



JOINT MISSION TO SUPPORT UNHCR-WFP POST-DISTRIBUTION MONITORING ANALYSIS IN RWANDA

In October 2021, the Hub undertook a joint data analysis mission for the second UNHCR-WFP Joint Post-Distribution Monitoring exercise that was conducted in Rwanda during September 2021. This mission was conducted alongside colleagues from UNHCR and WFP headquarters and UNHCR and WFP Regional Bureaus for Eastern Africa.

The mission applied a novel collaborative approach to the analysis of the survey results, including changes in key outcome indicators since the first JPDM that was conducted in Rwanda in December 2020, and the impact of the recently implemented targeting strategy.

The mission also served to build relationships across regional, global and country office teams, to build capacity on data analysis relating to programme monitoring of targeting implementation, and to serve as an example for future collaboration in other contexts.

The 2nd Joint Post-Distribution Monitoring Exercise results show that the vulnerability-based targeting approach to food assistance implemented since May 2021 **identified and supported the most vulnerable refugee households.**

Close and regular monitoring of key outcome indicators, as per corporate requirements, will continue to validate and monitor the long-term effectiveness of the targeting approach in Rwanda with emphasis placed on non-assisted households and households receiving half rations; camp variations and female headed households.



TARGETING AND PRIORITIZATION

Shifting to a joint, needs-based approach (or prioritization of the most vulnerable where resources are not sufficient) to the distribution of assistance is a complex process. Informed by rigorous analysis of vulnerability data, joint assessments, and community consultations, the Hub provided support to the development and finalization of targeting and prioritization strategies in five countries. Activities included the evaluation of targeting needs and methods, data analysis, guidance on community consultations and messaging, and facilitated engagement with other agencies and governments.

With few exceptions, and in particular outside of the Middle East, there is limited knowledge and experience of applied targeting methodologies at operational level. Familiarity with the development of inter-agency approaches is even more infrequent. As such, cross-fertilization of knowledge and meticulous technical support and advisory services are needed to reach common goals and aims.

The following targeting and prioritization exercises were completed in 2021 with Hub support:

	Country	Targeting/ Prioritization Exercise
1	Cameroon	Targeting strategy and prioritization plan for CAR refugees
2	Jordan	Targeting strategy and prioritization plan for non-Syrian refugees
3	Mauritania	Targeting strategy to identify Malian refugees for inclusion in national social safety net
4	Rwanda	Targeting strategy and prioritization plan for Burundian, DRC, other refugees
5	Uganda	Targeting strategy and prioritization plan for DRC, South Sudan, Burundi, Somalia, Rwanda, Eritrea, other refugees

In addition, the Hub has supported the **implementation of two targeting strategies in Rwanda and Mauritania.**

To facilitate coordination and joint efforts in this area between the Agencies, the Hub has convened assessment and targeting working groups, as follows:

- Five UNHCR-WFP targeting working groups at the country level (Cameroon, Jordan, Mauritania, Rwanda, Uganda)
- One global-level UNHCR-WFP Assessment, Analysis and Targeting working group that meets on a fortnightly basis. The working group includes participants from relevant UNHCR and WFP Divisions in Headquarters, alongside Hub colleagues.



SUPPORTING THE SHIFT FROM BLANKET TO TARGETED NEEDS-BASED ASSISTANCE FOR REFUGEES IN CAMP SETTINGS IN RWANDA

In 2021, UNHCR-WFP collaborated on a shift from a status-based to needs-based approach to humanitarian food assistance for refugees in camp settings in Rwanda. This shift was conducted in close consultation with the Ministry in Charge of Emergency Management (MINEMA) of the Government of Rwanda and with technical and financial support from the UNHCR-WFP Joint Programme Excellence and Targeting Hub. Key achievements of Hub support to UNHCR-WFP collaboration in Rwanda include:



An evidence-based **shift from blanket to needs-based targeted food assistance** for refugees in camp settings based on three categories of vulnerability. This allowed a **more efficient and effective use of resources**, with the provision of a full food assistance package for refugees with the highest vulnerability.



Protection mainstreamed and prioritised throughout the targeting process, with significant time and resources invested in community engagement, the successful management of risks, and the management of appeals and feedback. This included the **avoidance of any security incidents**, which had been identified as a significant risk.



A shared comprehensive understanding of refugee needs, livelihoods, and vulnerability and comparative analysis on the effects of the targeting on refugee households and changes over time from the implementation of two **UNHCR-WFP Joint Post-Distribution Monitoring exercises**.



DATA SHARING AND INTEROPERABILITY

In 2021, the Hub has supported efforts at the global and country level to enhance the current processes used to share data in line with the Global Data Sharing Addendum launched in 2018.

The areas of Hub support range from providing inputs to local data sharing processes, enhancing existing practices to providing feedback and technical expertise for the systems interoperability projects being developed at the global level. The work is closely linked and coordinated with the interoperability work under the UN Common Cash Statement.

The following activities were completed in 2021 with support from the Hub:

	Country	Completed activity
1	Cameroon	Joint Data Sharing SOP to guide application of global data sharing addendum
2	DRC	Deployment of UNHCR's Global Distribution Tool (GDT) for joint usage with WFP-UNHCR to facilitate assistance for emergency response delivery – CAR refugees + South Sudanese
3	Mozambique	Deployment of UNHCR's Global Distribution Tool (GDT) for joint usage – Maratane camp
4	Djibouti	Deployment of biometric interoperability solution to allow WFP to use SCOPE with UNHCR biometrics - completed
5	Sudan	Deployment of biometric interoperability solution to allow WFP to use SCOPE with UNHCR biometrics – finalized – to be launched January 2022
6	Tanzania	Deployment of biometric interoperability solution to allow WFP to use SCOPE with UNHCR biometrics – ongoing

GLOBAL INTEROPERABILITY INITIATIVES

In 2021, the Hub provided support to the following ongoing global interoperability initiatives:

1. UNHCR-WFP biodata interoperability

UNHCR-WFP biodata interoperability entails the automated transfer of biodata collected in one corporate system to another to increase efficiencies.

Currently WFP obtains biodata either by conducting their own beneficiary registration (sometimes leading to duplicate processes with increased costs), or by manually updating SCOPE¹ with data extracts shared by UNHCR (which is labor intensive, not available in real-time and can lead to inconsistencies).

Interoperability between proGres v4² and SCOPE enables updated biodata of refugees in proGres to automatically synchronize with SCOPE, allowing WFP to maintain an up-to-date beneficiary database for assistance distribution.

2. UNHCR-WFP biometric data interoperability

UNHCR-WFP biometric data interoperability aims to automate the transfer of biometrics collected in one corporate system to another and will allow UNHCR biometrics data to be fed directly into SCOPE, allowing WFP to provide assistance using biometric checks. Currently this is done by WFP conducting their own beneficiary registration (sometimes leading to duplicate processes with increased costs).

Interoperability is achieved between proGres/BIMS³ and SCOPE, where WFP gains access to UNHCR collected and maintained biometric refugee data to enable biometric checks in the assistance distribution process. Two categories exist:

- Transfer solution: Biometric templates get transferred to a refugee's SCOPE Card (mostly offline environments),
- Access solution: Direct link from SCOPE card readers to BIMS to perform real time verification (online environments).

3. UNHCR-WFP community feedback mechanism (CFM) data interoperability

Efficient and secure sharing of referrals between the two agencies' data systems will facilitate the management of CFM data, while strengthening the coordinated closing of feedback loops, CFM data analysis and reporting. The final aim is to collect and analyze comprehensive CFM data to adapt programmatic approaches and improve decision making. With the global technical solution expected to be delivered in 2022, to date the following activities have been completed:

- Definition of joint CFM interoperability solution listing all technical requirements,
- Definition of technical development requirements,
- Funding, and approval from both agencies.

The solution will be implemented following updates to proGres V4 (a migration to the cloud) which have been taking part in the last quarter of 2021.

¹ SCOPE is WFP's beneficiary and transfer management platform that supports the WFP programme intervention cycle from beginning to end.

² ProGres v4 is UNHCR's fourth generation registration and case management system.

³ UNHCR's Biometrics Identity Management System.



PROGRAMME AND POLICY

The Hub supports joint programming to strengthen refugee livelihoods and self-reliance while ensuring basic food and other needs are met, with a focus on:

- Strategy development to support the transition of refugees towards greater self-reliance,
- Facilitating joint plans-of-action to support closer programmatic collaboration,
- Supporting the development of joint initiatives to promote refugee livelihoods and socio-economic inclusion,
- Ensuring assessment data informs programmatic decision making, and
- Evidence-based policy and advocacy on refugee inclusion.

In 2021 the following activities have been completed with support from the Hub:

	Country	Hub supported completed activity
1	Cameroon	Joint Self-Reliance Strategy Framework
2	DRC	Inclusion of CAR refugees in the WFP-FAO joint livelihood initiative in North and South Ubangi provinces
3	DRC	Coordinated resilience response to CAR refugee influx in North and South Ubangi Provinces
4	DRC	Joint livelihoods and resilience programme design for CAR refugees in North and South Ubangi
5	Mauritania	Strategic and programmatic planning to support refugee inclusion in national social protection systems
6	Mozambique	Learning review of the Joint WFP-UNHCR-FAO-UN Habitat Livelihoods for Durable Solutions programme in Maratane
7	Mozambique	Joint plan for livelihoods and resource mobilization for 2021-2022 in Maratane
8	Zambia	Joint planning for refugee basic needs, livelihoods and self-reliance in Mantapala camp

In addition, the Hub has supported efforts at closer coordination on refugee livelihoods and self-reliance between UNHCR and WFP through:

- Facilitation of **technical dialog on livelihoods and self-reliance** between UNHCR and WFP at the country level in five countries (Cameroon, DRC, Mauritania, Mozambique, and Zambia).
- Facilitation of a **global-level UNHCR-WFP working group on livelihoods, resilience, and economic inclusion**.
- **Mapping of UNHCR-WFP joint livelihoods and self-reliance activities**, documenting 36 interventions across 22 countries.

The Hub has also provided **support to fundraising and advocacy initiatives**, through support to joint appeals, visibility documents, and presentations and participation at country and regional level donor events.

Going forward, the Hub will continue to leverage robust joint data and analysis to move beyond project-focused livelihood and self-reliance activities to facilitate the application of pledges to the Global Compact on Refugees and the HDP Nexus.



SUPPORTING THE INCLUSION OF REFUGEES IN NATIONAL SOCIAL SAFETY NET PROGRAMMES IN MAURITANIA

With support from the Joint Hub, UNHCR and WFP have been working with the Government of Mauritania and the World Bank to inform the targeting of humanitarian assistance and include refugees into two national social protection programmes 'Tekavoul' and 'ElMaouna' in the following areas:



UNHCR and WFP **strategic planning** on the transition from humanitarian assistance to the national social protection system, including on capacity building, funding, and linkages with development-oriented programmes.



Programmatic and operational considerations, including mapping assistance for refugees to support alignment of targeting approaches for different types of assistance, assistance coverage, transfer value, linkages to other social protection packages, implementation modalities, and monitoring.



Protection mainstreaming and accountability to affected people, through supporting community consultations, information sharing, establishment of feedback mechanisms and protection and risk analysis and mitigation.



Technical support to **assessment and analysis**, including vulnerability analysis and the development of a **targeting approach** and **eligibility criteria**.

An in-country technical consultant was deployed by the Hub, and a Hub support mission was conducted to facilitate community consultations in M'bera camp and finalize the joint targeting approach with UNHCR, WFP, and the Government of Mauritania.

Implementation of the targeting strategy and inclusion of refugees in the Tekavoul programme started in November 2021, with first transfers to refugees expected in early 2022.

ACCOUNTABILITY TO AFFECTED PEOPLE

Accountability to affected people is critical throughout the programming process and is essential to ensuring that communities are informing and actively engaging with programmatic decision making. The Hub has consistently worked to ensure that protection mainstreaming and activities supporting accountability to affected people are conducted with sufficient rigor and that the target population is included in the decision-making process.

COMMUNITY ENGAGEMENT

In 2021, the Hub provided support to the development of joint community engagement strategies (including key messages), and support to community consultations on targeting in the following countries:

Country	Completed activities
Cameroon	Joint community engagement strategy for re-prioritization of CAR refugees
	Terms of reference for joint strengthening of community committees
	Community consultations to inform targeting and prioritization
DRC	Joint information sharing materials on existing feedback materials and cash assistance in South Kivu
Rwanda	Community engagement strategy, including key messages and FAQ's
	Community consultations to inform targeting and prioritization
	Information sharing on targeting and prioritization implementation
Mauritania	Community sensitization on the census survey
	Information sharing on the targeting initiative
	Community consultations to inform the targeting approach
Mozambique	Joint action plan to address rumors
Zambia	Community engagement strategy - ongoing
Uganda	Information sharing initiative on the first phase of prioritization
	Community consultations to feed into additional phases of prioritization



INCORPORATING COMMUNITY VIEWS IN THE PRIORITIZATION APPROACH IN UGANDA

Following eight months of Hub support to Uganda, **UNHCR and WFP reached a consensus on a joint prioritization approach.**

In December 2021, the Hub undertook a mission to Uganda to facilitate UNHCR-WFP collaboration on community consultations and to integrate community views into the prioritization approach.

Following analysis of the feedback that was provided by refugees, the eligibility criteria will now be reviewed and/or revised to incorporate the feedback and knowledge of refugee communities.



APPEALS AND COMMUNITY FEEDBACK MECHANISMS

In 2021, the Hub provided support to the establishment of joint appeals mechanisms, strengthening of existing community feedback mechanisms and to the establishment of joint community feedback mechanisms in the following countries:

Country	Completed activities
Cameroon	Development of joint community feedback mechanism standard operating procedures
Rwanda	Establishment of joint appeals mechanism for prioritization
Mauritania	Establishment of joint appeals mechanism to inform targeting
Uganda	Development of joint appeals mechanism standard operating procedures

RISK ANALYSIS AND MITIGATION

Risk analysis and mitigation is an essential step in the programme cycle, particularly when shifting to a targeted or prioritized approach to the distribution of assistance. To inform the design and implementation of targeting and prioritization strategies for food and basic needs assistance, the Hub has facilitated and supported the development of detailed risk assessments in close consultation with country office and field teams.

Risks were identified and strategies developed to eliminate or mitigate the probability or impact of risks in four categories: contextual risks, protection risks, programmatic risks, and institutional risks.

The following risk assessment and mitigation plans were developed with support from the Hub:

Country	Completed activities
Cameroon	Risk register for the revision of the joint targeting strategy for assistance to CAR refugees.
Mauritania	Risk assessment and protection analysis for the inclusion of refugees in the national social safety net programme.
Rwanda	Risk assessment & mitigation plan for targeting and prioritization.
Uganda	Risk assessment & mitigation plan for prioritization.



LEARNING

In December 2020 and January 2021, the Hub conducted an [outcome survey](#) to measure the extent to which the Hub is meeting its objectives. The survey will be repeated in January 2022 to measure any progress to which the Hub is meeting its objectives and will be expanded with additional questions on the impact of UNHCR-WFP joint activities that were supported by the Hub.

The survey included questions on the extent of the familiarity and use of UNHCR-WFP governing agreements and frameworks. The framework that was best known and utilized was the [2018 UNHCR-WFP Data Sharing Addendum](#), while the [2016 Joint Strategy on Enhancing Self-reliance in protracted Refugee Situations](#) was the least known and least utilized according to survey respondents.

Sensitization on these agreements has included the following activities:

- Dedicated coordination and planning meetings between regional, HQ, and country office colleagues and the Hub for different thematic areas,
- Hub participation in, and contribution to, global, regional and country office coordination structures at technical and management levels,
- The provision of periodic updates through briefings, facilitation and participation in events,
- Launch in February 2021 the Hub website. The website is regularly updated with the latest reports, technical briefs, and learning materials.,
- Dissemination of country and regional updates, and Hub newsletters sent to over 1,000 UNHCR and WFP colleagues in [February](#), [August](#) and [November](#),
- Production of introductory videos on the following frameworks:
 - [UNHCR-WFP Joint Strategy on Enhancing Self-reliance in protracted Refugee Situations](#)
 - [UNHCR-WFP Data Sharing Addendum](#)
- Facilitation and production of a webinars on:
 - [The UNHCR-WFP Joint Strategy on Enhancing Self-Reliance in Protracted Refugee Situations](#), including case study presentations from [Mozambique](#), and [Angola](#).
 - [UNHCR-WFP Joint Community Consultations as Part of Targeting / Prioritization](#), with country case study examples provided from recent Hub supported community consultation exercises in [Cameroon](#) and [Rwanda](#).
- Creation of overview documents on UNHCR-WFP Corporate Approaches to Livelihoods and Self-Reliance Programming: [Policy Frameworks/ UNHCR Programming/ WFP Programming/ Additional Approaches](#)
- Translation from **English** into **French** of the following Frameworks:
 - UNHCR-WFP Data Sharing Addendum,
 - UNHCR-WFP Joint Strategy on Enhancing Self-reliance in protracted Refugee Situations,
 - UNHCR-WFP Joint Targeting Principles, and
 - UNHCR-WFP Joint Targeting Guidelines.

DOCUMENTING BEST PRACTICES AND LESSONS

A key priority of the Hub is to gather, document and support learning and dissemination of best practice at the operational and global level, including country studies and support to training and other learning initiatives. In 2021 the Hub facilitated in-country learning reviews on UNHCR-WFP collaboration in **Jordan**, **Mozambique**, and **Rwanda** that highlighted successes, challenges, key lessons, best practices, and recommendations for enhanced collaboration across a range of thematic areas. In addition, the following activities were undertaken to support learning:

- Publication of technical briefs documenting Hub supported activities, including on the following:
 - [Technical Brief on Joint Mobile Needs Assessment for Non-Syrian Refugees in Jordan](#)
 - [Technical Brief on Joint Post-Distribution Monitoring and Needs Assessment in Rwanda](#)
 - [Technical Brief on Joint Assessment in Zambia](#)
 - [Technical Brief on Joint Targeting Strategy for Rwanda](#)
- Publication of a series of technical briefs on Accountability to Affected People (AAP) to aid collaboration between UNHCR and WFP at the country level, including:
 - [UNHCR-WFP AAP Self-Assessment](#)
 - [UNHCR-WFP Joint Action Plan to Address Rumors](#)
 - [Terms of Reference for Community Consultations for Targeting](#)
 - Key Informant Interview Guide for Consultations with Refugees for Targeting ([English](#)) ([French](#))
 - Focus Group Discussion Guide for Consultations with Refugees for Targeting ([English](#)) ([French](#))
 - Focus Group Discussion Guide for Consultations with Host Communities for Targeting ([English](#)) ([French](#))
- The Hub team have facilitated experience sharing and learning across country office teams and different refugee contexts, by facilitating presentations, calls and information sharing sessions on different approaches and experiences to disseminate best practices and lessons.
- The Hub team have also participated in UNHCR and WFP training and learning events, such as WFP regional targeting training programmes.

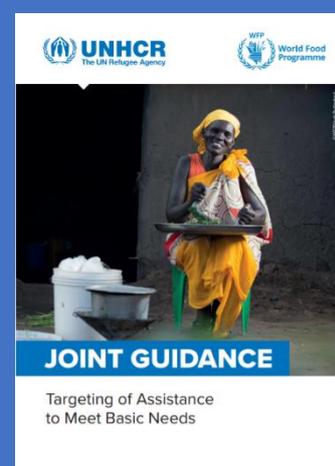
UNHCR-WFP Joint Training Programme on the Targeting Guidance

As the Hub continues to gain experience from supporting UNHCR-WFP collaboration in a range of technical areas, capacity building work is being scaled up. A joint **UNHCR-WFP Joint Training Programme on the UNHCR-WFP Joint Targeting Guidelines** will be developed and led by the Hub, informed by experiences to date.

The training programme will be accessible to both UNHCR and WFP staff and consists of two components:

- Part 1:* An Introduction to the Joint Targeting Guidance (including videos, reading materials and a quiz – open to all UNHCR and WFP staff) , and
- Part 2:* The steps of the targeting process (including seven two-hour interactive webinars, with short assignments, open to staff who have completed part 1 and meet participant profiles relevant to targeting)

An initial cohort of 50-70 staff will be targeted for part 2, with further roll-out informed by the training programme evaluation. The training programme will be launched in the first quarter of 2022.





REFLECTIONS ON HUB SUPPORT TO DATE

The Hub is still a new initiative and 2021 has involved significant learning, both for UNHCR and WFP country offices, regional bureaus, headquarters, and for the Hub. A significant number of best practices and lessons have been collected, and the Hub team have included space for dialogue and feedback from country offices on the way in which UNHCR-WFP engagement can improve, and the Hub's role in supporting that.

The country-level learning reviews and technical briefs have provided recommendations and action points for both country offices and for the Hub for future engagement that have informed the way in which the Hub has adapted its engagement with country offices.

In addition, the Hub undertook a [stocktaking exercise](#) from September to November 2021, that involved a series of discussions with senior management and focal points from each country office that has been supported by the Hub. The stocktaking exercise aimed to provide a space to reflect on the successes, challenges, and ways forward for UNHCR-WFP collaboration, and the role of the Hub in supporting this.

A retreat was held in November in Rome, with Hub staff and UNHCR and WFP colleagues from key thematic functions at the headquarters level. The retreat allowed space for reflections on achievements to date, challenges, and focused on Hub planning, including a renewed vision and mission for the Hub, and details on engagement with UNHCR and WFP at the country, regional and global levels.

Going forward, a series of strategic discussions with UNHCR and WFP senior management are slated for early 2022, to review challenges and opportunities and agree on medium-long term vision which will form the basis of the Hub's donor engagement strategy and future fundraising goals.