



UNHCR
The UN Refugee Agency



WFP
World Food Programme

JOINT PROGRAMME EXCELLENCE AND TARGETING HUB



**UNHCR-WFP JOINT PROGRAMME
EXCELLENCE AND TARGETING HUB**

ANNUAL REPORT 2022



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INTRODUCTION

With support from the US Bureau of Population, Refugees, and Migration and the Bureau for Humanitarian Assistance, in April 2020, UNHCR and WFP established the UNHCR-WFP Joint Programme Excellence and Targeting Hub (the Joint 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 Joint 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 Joint Hub's mission is to provide strategic and technical support, upscaling evidence-based action and leveraging expertise, efficiencies, and best-practice to inform protective, people-centered, needs-based solutions.

The following report provides a review of activities and achievements from January to December 2022, the second full year of Joint Hub support. A significant number of milestones were achieved in 2022 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, particularly around the development of targeting and prioritization approaches.

A significant focus of the Joint Hub's work has also been to support protection mainstreaming and accountability to affected people throughout the programme cycle, as part of the targeting and/ or prioritization process. UNHCR and WFP have conducted a number of activities in support of this in 2022, with the Joint Hub providing guidance and technical support.

The Joint Hub also implemented several capacity building and learning initiatives. Working closely with UNHCR and WFP thematic teams, the Joint Hub created and delivered a series of training programmes and captured 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.



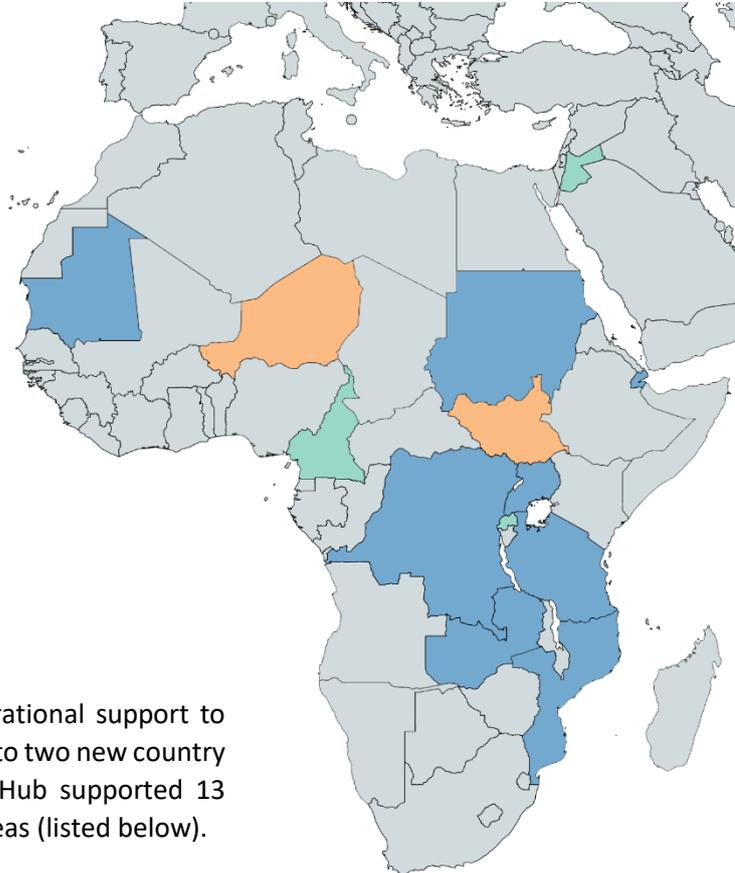
SUPPORT COUNTRIES

The Joint Hub provides support based on joint expressions of interest from UNHCR and WFP country offices, working closely with the regional bureaus. The Joint 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 2022, the Hub completed its deliverables and operational support to Cameroon, Rwanda and Jordan and engaged in support to two new country offices in Niger and South Sudan. In total, the Joint Hub supported 13 UNHCR-WFP country offices across various thematic areas (listed below).

Since the Joint Hub's inception, support to joint activities was provided in the following thematic areas:



- New support in 2022
- Continuing support from 2021
- Completed support in 2022

	Assessment	Targeting	AAP	Interoperability	Programme
Cameroon					
DRC					
Djibouti					
Jordan					
Rwanda					
Mauritania					
Mozambique					
Niger					
Sudan					
South Sudan					
Tanzania					
Uganda					
Zambia					

Joint Hub support is tailored to each country context, available capacities and collaborative history, and the Hub has now been able to bring experiences and best practices in advice and support to potential new countries.



PROGRAMME AND POLICY

The Joint Hub's programmatic support spans the humanitarian-development spectrum, to ensure refugees can meet their basic food and other essential needs, while at the same time supporting longer-term outcomes to strengthen livelihoods, support inclusion, and increase self-reliance.



On **humanitarian** programming, the Joint Hub supports the **provision of humanitarian assistance according to needs** and ensuring the **best use of available resources to meet programmatic objectives**. This is achieved through supporting **vulnerability-based targeting**, or **prioritization of humanitarian assistance** ensuring the approach is: evidence-based, protection-sensitive and risk informed; people-centred, so that refugees and other persons of concern are consulted and participate in the decision-making process; monitored and reviewed to improve programme design over time; and ensures complementarity of assistance provided by different actors.



The protracted and complex nature of humanitarian crises, however, also re-enforces the importance of developing longer-term interventions that move beyond humanitarian needs to address **development** challenges. This includes working with partners to **support an enabling environment** and ensure relevant **development interventions are inclusive of and support outcomes for refugees** and refugee hosting communities. This recognizes that refugees' ability to meet their basic needs, build their resilience and achieve self-reliance over time is inherently linked to the local development context, and necessitates their inclusion in the national development agenda.

The support of the Hub is aligned with the **Joint Strategy for Enhancing Self-Reliance in Food Security and Nutrition in Protracted Refugee Situations** launched in 2016 by the two agencies. The strategy is applicable to all situations in which UNHCR and WFP are jointly assisting refugees in protracted situations and focuses on self-reliance in terms of food security and nutrition.

Strategic and programmatic support offered by the Joint Hub includes:

	Purpose
Diagnostics	Support to the analysis of local and national contexts in key thematic areas
Strategic planning	Support to strategic planning, evidence-based advocacy, and partnership development to promote refugees' socio-economic inclusion
Programme design	Support the design of innovative programming building on the complementary expertise and means of the two agencies
Coordination	Support, as required, coordination between the two agencies to leverage comparative advantages. Coordination aims to enable the alignment and complementarity of programmatic approaches to ensure the best outcomes for persons of concern, while maximizing the use of limited resources.

In 2022 the following activities have been completed with support from the Hub:

	Country	Hub supported completed activity
1	Mauritania	Strategic and programmatic planning to support refugee inclusion in national social protection systems
2	Mozambique	Joint programme design for livelihoods in Maratane and joint donor engagement strategy
4	Zambia	Joint programme design and advocacy plan for refugee basic needs, livelihoods, and self-reliance in Mantapala camp
5	Democratic Republic of Congo	Joint assessment on CAR refugees' needs in the North and South Ubangi provinces
2	Niger	Strategic and programmatic planning to support refugee inclusion in self-reliance programs, building on the results of the joint assessment of refugees' vulnerability in selected settlements
3	South Sudan	Strategic and programmatic planning to support refugee inclusion in self-reliance programs, building on the results of the joint assessment of refugees' vulnerability in selected settlements

In addition, the Joint Hub has supported and contributed to efforts at closer coordination on refugee livelihoods and self-reliance at the global level through monthly coordination meetings with the WFP Resilience Unit and UNHCR Livelihoods Units at headquarters. Specific areas of work at the global level have included a joint livelihoods and resilience action plan, in addition to a mapping of agriculture/hydroponics activities globally, for potential global support moving forward.

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.

In **Mozambique**, as continuing working jointly with a multi-year approach and multi-donor support is vital to achieving sustainable results, the Hub supported WFP and UNHCR country offices in developing a project proposal for Phase II of the Livelihoods for Durable Solutions Programme, building off achievements and lessons learned in Phase I for self-reliance of refugees and respective host communities in Maratane.



ENHANCING SELF-RELIANCE IN A PROTRACTED REFUGEE SITUATION IN MOZAMBIQUE

The Joint Hub has been supporting UNHCR and WFP's work with the government and other partners on enhancing refugee self-reliance in Mozambique, including through joint programme design for livelihoods in Maratane and joint donor engagement strategy.

In 2022, the Joint Hub facilitated several consultations with WFP-UNHCR and partners, including INAR, EU delegation, US, Germany, Netherlands, ECHO, DFID, Sweden, the World Bank and FAO to support longer-term planning for refugee inclusion and local integration.

A bilateral working session with UNHCR management and technical teams was also held to support a UNHCR-INAR led durable solutions workshop. Key takeaways and recommendations from the consultations include:



Strong Government support exists to progress the socio-economic inclusion of refugees, including through ongoing efforts to transition Maratane settlement into a fully integrated village in pursuit of an out-of-camp and local integration approach.



Fast-track the transition from in-kind humanitarian assistance to cash assistance, given the conducive context more efficient programming.



Pursue a policy of refugee inclusion in Government and development planning, ensuring equal access to assistance and development opportunities as previously refugees had not been included in development planning by external actors or the government, including in national development strategies.



Pre-empt further humanitarian funding cuts through refugee inclusion in social protection programmes, leveraging existing initiatives and funding (WFP, UNICEF, World Bank, MDTF, IMF).



Leverage Joint Hub supported vulnerability analysis as a baseline to conduct outcome monitoring for the Multi Year Multi Partner strategy on refugee solutions.



ASSESSMENTS AND ANALYSIS

Good programming rests on high quality data that is understood and owned by country office teams. Since May 2020 the Hub has supported 15 joint assessments and analyses in 9 country offices. This has enabled UNHCR and WFP to better understand refugees’ needs and vulnerabilities, informing programmatic design and strategy development, including targeting and prioritization strategies.

Joint Hub support on assessment and analysis has included the conceptualization, coordination and technical support throughout the joint assessment and analysis process, convening stakeholders in reaching consensus on the objectives, establishing the methodology and sampling, designing questionnaires, and completing the analysis and report. The Joint Hub provided support to country office teams on the interpretation of the findings and developing recommendations to inform programmatic design and targeting and prioritization decisions. The Joint Hub works to ensure assessments are aligned with programmatic needs and the formulation of recommendations across all assessments to ensure they are operationally relevant.

The assessments have helped to facilitate a shared vision and goals for targeting and programmatic decision making, maximizing the relevance and utility of generated data. In 2022, the following UNHCR-WFP joint assessment and analysis exercises were completed with Hub support:

	Country	Completed assessments
1	Cameroon	Joint Assessment Mission (JAM) for Nigerian refugees in the Far North
2	South Sudan	Secondary data review & support to Joint Post-Distribution Monitoring
3	DRC	Joint Needs Assessment for CAR Refugees out of camp
4	Niger	Joint Assessment Mission
5	Rwanda	3 rd Joint Post-Distribution Monitoring and Vulnerability Assessment
6	Mozambique	Minimum Expenditure Basket (MEB) analysis



DEVELOPING A UNHCR-WFP JOINT ANALYTICAL FRAMEWORK

The work of the Joint Hub over the last two years 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 analysing data. In the absence of a global reference, it has been necessary for the two agencies to develop tailored analytical approaches for each context in which they are working together, and this has been both a time-consuming and complex process.

Therefore, after discussion and consultation with UNHCR and WFP technical teams in Geneva and Rome, it was agreed to establish a technical working group to develop a joint analytical framework at global level, which can be used as a reference for country offices and regional bureaus.

The Joint Hub led the work to support UNHCR and WFP to create and agree on a **joint analytical framework** that will guide analysis of needs and vulnerabilities among refugee operations (and possibly to other populations of concern) to inform the delivery of basic needs assistance (food and non-food items, in-kind or in cash).



The framework focuses on a household's ability to meet basic needs, and aims to inform the delivery of basic needs assistance. Basic needs are identified according to three indicators: economic capacity, food consumption and negative coping strategies.



The framework will inform the analysis needed to understand needs and vulnerabilities, and will be used to tailor ongoing data collection exercises or to develop new data collection exercises if needed.



The framework includes not only a list of indicators to be collected, but also how these indicators will inform vulnerability.

In 2022, two workshops were convened and facilitated by the Joint Hub, bringing together technical experts from UNHCR and WFP to develop a common analytical framework, alongside supporting tools to enable country offices to implement the new framework. A draft framework is now being finalised, with an accompanying indicator list, and the work is expected to be completed by mid-2023.



UNHCR-WFP JOINT ASSESSMENT MISSION FOR NIGERIAN REFUGEES IN THE FAR NORTH REGION OF CAMEROON

With support from the Joint Hub, UNHCR and WFP undertook a joint assessment mission for **Nigerian refugees** in the Far North region in Cameroon (report available [here](#)). The assessment aimed to inform the understanding of household vulnerability and future programme design. While Cameroon is a signatory of the 1951 Refugee Convention and the 1969 Organisation of African Unity (OAU) Refugee Convention the law is not applied in its entirety: refugees are issued refugee identification cards once biometrically registered, however they do not guarantee their right to free movement. While in principle refugees have the right to access education and health services, many cannot due to lack of required resources, as well as lack of or greatly underdeveloped infrastructures in the area. The assessment found that:



Almost half of Nigerian refugee households in Minawao settlement and in the host community of the Far North are highly vulnerable.



While access to basic services is more favourable in Minawao settlement than in the areas in its vicinity, households residing in the host community have relatively better livelihood opportunities.



Against the background of high vulnerability levels, more than half of refugee households resort to negative coping strategies to meet essential needs and the economic capacity to meet essential needs using available resources at household level is greatly limited.

The survey was designed to generate statistically representative findings for both the refugee population residing in Minawao settlement and the refugee population living among the local host population in the settlement's vicinity. Primary data was collected through a structured household questionnaire, key informant interviews and focus group discussions.



JOINT POST-DISTRIBUTION MONITORING IN RWANDA

In March 2022, UNHCR and WFP Rwanda country offices undertook a third Joint Post-Distribution Monitoring Exercise to monitor assistance and targeting and prioritization implementation. In total, the Joint Hub has supported three UNHCR-WFP joint quantitative data collection exercises in Rwanda, alongside community consultations on targeting, with the following objectives:

Exercise	Date	Objectives
JPDM 1	December 2020	Monitor regular assistance (WFP and UNHCR) and establish baseline on the vulnerability of the refugees to inform targeting approach design
JPDM 2	September 2021	Monitor impact and implementation of targeted assistance and inform adjustments to the targeting implementation
JPDM 3	April 2022	Monitor impact and implementation of targeted assistance and inform adjustments to the targeting implementation

The joint exercises have helped to create a joint and **shared understanding of refugees needs**, reduced the number of single monitoring exercises, and provided strong analysis and the **ability to monitor the implementation of the new targeting approach and subsequent prioritization based on resource constraints**. Through the exercises, adjustments have been made to the targeting and prioritization approach, and the joint exercises have provided a comprehensive analysis of targeting effectiveness and the targeting implementation process that continue to inform programmatic adjustments, and advocacy work.

The April 2022 JPDM found that the **overall household vulnerability to food insecurity has remained at similar levels** compared to September 2021 but was found to **fluctuate extensively**. Non-assisted households and those receiving reduced transfers are most likely to be highly vulnerable, possibly pointing towards **fewer and unsustainable capacities and resources** at hand for meeting essential needs, compared to those being assisted with a full ration. Not having any livelihood or income source remains the reality for half of the refugee population and is most common among households receiving assistance. A conclusion of the JPDM was the great need to further **build household resilience through alternative, long-term, sustainable programming** (including nationally owned programmes), while the transfer value of the food assistance should be reviewed to reduce the impact of ongoing price increases on household vulnerability.



TARGETING AND PRIORITIZATION

In 2022, the Joint Hub has provided support to the development, updating, 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 key messaging, and facilitated engagement with other agencies and governments.

The following targeting and prioritization exercises were completed in 2022 with support from the Hub:

	Country	Targeting/ Prioritization Exercise
1	Jordan	Targeting strategy and prioritization implementation for non-Syrian refugees
2	Mauritania	Targeting implementation for Malian refugees included in the Mauritanian national social safety net
3	Rwanda	Targeting strategy and prioritization implementation for Burundian, DRC, other refugees
4	Uganda	Prioritization strategy development and implementation for refugees in Uganda (DRC, South Sudan, Burundi, Somalia, Rwanda, Eritrea, other refugees)

Minimizing risk and ensuring the greatest protection outcomes is critical. The Hub has supported rigorous risk analysis and mitigation exercises, community consultations and information sharing, as well as the review and establishment of joint appeals and feedback mechanisms (more details on this below in the Accountability to Affected People section).



SUPPORTING THE INCLUSION OF MALIAN REFUGEES IN THE NATIONAL SOCIAL PROTECTION PROGRAMMES OF MAURITANIA

With support from the Joint Hub, both UNHCR and WFP humanitarian assistance and Mauritanian social protection programmes have adopted a joint UNHCR-WFP refugee vulnerability targeting approach for determining refugee households' eligibility for assistance. Following support to the government to conduct a census of refugees in and around Mbera camp, the Hub supported UNHCR, WFP and the Government of Mauritania to assess the vulnerability of each refugee household and identify key vulnerability dimensions to define household vulnerability and its severity.

In 2022, the Joint Hub has supported the implementation of the targeting approach, deployed an in-country UNHCR-WFP Joint Coordinator, and has provided AAP support on community engagement and feedback and appeals mechanisms, and support to the monitoring of the targeting implementation. The Joint Hub was able to support:



Key messages shared with refugees on the targeting exercise, refugees' rights and how to provide feedback and complaints, including appeals.



Update of the appeal process that allows households to submit a request to have their eligibility and assistance status reviewed.



Design of complementary assessments on refugee households in Bassikounou and in Nouakchott and to a comparative study on the socio-economic situation of refugees and host communities and data analysis.



A joint monitoring system is now being set up to capture the outcomes of the targeting exercise, and to ensure the continued protection of refugees living in and around Mbera camp.

DATA SHARING AND INTEROPERABILITY

In 2022, the Joint 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 Joint 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.

As interoperability work was completed in many Hub support countries in 2021, and other countries did not express a need, the Joint Hub's interoperability and data sharing support work focused on support to Uganda in 2022, including through in-country support missions, where the Joint Hub supported updating of the existing data sharing agreement.

UNHCR-WFP GLOBAL DATA SYSTEMS INTEROPERABILITY

The Joint Hub continues to support ongoing efforts to develop a UNHCR-WFP interoperability solution through participation in global working groups and high-level UNHCR-WFP meetings, including a two-day workshop in Copenhagen between UNHCR Global Data Service and the WFP global cash team.





ACCOUNTABILITY TO AFFECTED PEOPLE

Ensuring accountability to affected people is a priority for both UNHCR, WFP and the Joint Hub. Significant time and resources of the Joint Hub have been dedicated to ensuring that communities are informing and actively engaging with programmatic decision making. The Joint Hub has supported accountability to affected people in three main areas; community engagement, appeals and feedback mechanisms, and risk analysis and mitigation.

COMMUNITY ENGAGEMENT

In 2022, the Joint Hub provided support to the development of joint community engagement strategies (including key messages) and support to community consultations on targeting and prioritization in the following countries:

Country	Completed activities
Jordan	Community consultations to inform targeting and prioritization for non-Syrian refugees
Rwanda	Review of communication strategy and key messages
	Information sharing on targeting and prioritization implementation
Mauritania	Review and update of communication strategy for targeting
Zambia	Community consultations to inform prioritization
Uganda	Joint communication strategies for the second and third phases of prioritization, including key messages, FAQs, tip sheets and trainings for field staff (including partner staff) on the prioritization and appeals processes
	Information sharing initiative on the second phase of prioritization
	Community consultations to feed into the third phase of prioritization



JOINT COMMUNITY CONSULTATIONS TO INFORM PRIORITIZATION IN UGANDA

With support from the Joint Hub, UNHCR and WFP were able to ensure community engagement prior and during implementation of prioritization (Phase 2) in targeted settlements to assist the most vulnerable refugee households. Prior to the actual communication with community members on the prioritization process, the Joint Hub supported the pre-testing of draft key messages.

Community dialogues were initiated prior to the roll-out of prioritization and continued during implementation. The Joint Hub also supported the process through the deployment of an in-country coordinator who closely collaborated with COs in the orientation of local government authorities as well as UNHCR, WFP and partner staff about the prioritization process.

For the upcoming country-wide prioritization (Phase 3), the Joint Hub has supported the country offices in the planning and execution of community consultations in 7 of the 13 settlements. 104 consultation sessions (59 focus group discussions and 45 key informant interviews) were done to achieve below:



Collect feedback on **types of refugee households** that are the **most and the least vulnerable**.



Identify potential **risks** of Phase 3 of prioritization and mitigation measures.



Identify **refugees' preferred channels** for receiving key information as well as making appeals and sharing other inquiries and feedback.



Initiate the sharing of key messages on Phase 3 of prioritization.

The results of these consultations are being fed into the finalization of the prioritization methodology.

APPEALS AND COMMUNITY FEEDBACK MECHANISMS

In 2022, the Joint 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
DRC	Strengthening of feedback referral process for Burundian refugees
Rwanda	Review of joint appeals mechanism, including appeals data analysis and linkage to targeting review
Mauritania	Review of joint appeals process and support to the establishment of a continuous mechanism
Uganda	Establishment of joint appeals mechanism for prioritization

RISK ANALYSIS AND MITIGATION

The Joint Hub supported country offices in the identification of risks and mitigation measures to address potential risks, focusing on shifting to a targeted or prioritized approach for assistance provision. In **Uganda**, given the wide spread of the refugee settlements, to mitigate the risks of refugees not being able to access complaints, feedback, and appeals mechanisms, UNHCR and WFP ensured that there were multiple appeals channels available to refugees, including helplines (both WFP and UNHCR) and helpdesks that were geographically well spread out. In addition, roving helpdesks were planned at remote locations on certain days. The helpdesks not only functioned as appeals submission desks but also as information desks where refugees could ask questions about the prioritization process.





COORDINATION

The Joint Hub continued to provide both remote and in-country coordination support on targeting and prioritization to UNHCR and WFP collaboration, to leverage comparative advantages and ensure joint deliverables were achieved in a timely manner. In 2022 the Joint Hub deployed two in-country coordinators in Uganda and Mauritania to support the overall coordination between two agencies.

The country coordinators provided in-country capacity building and supported knowledge sharing on targeting and prioritization with country office staff, field staff and also with partner and government stakeholders. Liaison and coordination work included bringing the two teams together, increasing dialogue, and building trust and common understandings that further enabled alignment across various teams in both agencies. This contributed to accelerating the process for achieving the best outcomes for persons of concern, and the achievement of joint deliverables agreed at senior management level.

In **Uganda**, the coordination role was successfully transferred to the country offices through instituting structures such as the core prioritization task force and AAP task force. Through these bodies WFP and UNHCR offices regularly discuss and decide on prioritization and AAP related issues.

In the fourth quarter of 2022, the Joint Hub also deployed its first Regional Coordinator, facilitating information exchange, knowledge sharing and enhancing collaboration across the two regional bureaus in East Africa, and supporting collaboration in the region. This has resulted in the convening of several UNHCR-WFP regional meetings instigated by the Joint Hub, where the two Bureau's have discussed their roles in supporting UNHCR-WFP collaboration in the region, strategic collaboration on refugee self-reliance, and how to enhance the effectiveness of programming, including key action points for further collaboration in 2023.

LEARNING

In 2022, the Joint Hub continued to document best practices and lessons on UNHCR-WFP collaboration. This included the design and implementation of two corporate training programmes on targeting for both UNHCR and WFP staff, the development of several technical briefs, and documentation and lessons on Joint Hub support. Some Joint Hub learning activities in 2022 include:



Development and facilitation of two UNHCR-WFP Joint Targeting Training Programmes, available to all UNHCR and WFP staff via WFP and UNHCR corporate learning platforms WeLearn (WFP) and Learn&Connect (UNHCR).



Facilitation of learning events, webinars and face-to face workshops, including UNHCR-WFP regional workshops and trainings as well as webinars as part of existing UNHCR and WFP training programmes and learning events.



Hub participation in, and contribution to, global, regional, and country office coordination structures at technical and management levels, and the provision of periodic updates through briefings, facilitation, and participation in events.



Dissemination of country and regional updates, UNHCR and WFP intranet updates, and Hub newsletters sent to over 1,500 UNHCR and WFP colleagues.



Creation of tools to support AAP, including documents on:

- [Integrating Protection and AAP in Assessments and Monitoring](#)
- [Designing and Implementing Joint Feedback Mechanisms](#)
- [Community consultations to inform targeting and prioritization](#)



Production of informational and training videos on:

- [UNHCR-WFP Joint Targeting in Rwanda](#)
- [UNHCR-WFP collaboration on refugee inclusion in Mauritania](#), and
- UNHCR-WFP Joint Prioritization in Uganda.
- [Key concepts in targeting](#)
- [Key steps in the targeting process](#)
- [Protection and targeting](#), and
- [Targeting errors in humanitarian assistance](#)

DOCUMENTING BEST PRACTICES AND LESSONS

The Joint Hub continued to document and support learning and dissemination of best practice at the operational and global level, including country studies. In 2022 the Hub has conducted learning in **Rwanda** and **Uganda** that highlighted successes, challenges, key lessons, best practices, and recommendations for enhanced collaboration across a range of thematic areas. In addition, the following technical briefs documenting Hub supported activities were published:

- [Documentation of Joint Community Consultations in Jordan](#)
- Summary of targeting approach for UNHCR-WFP Joint Targeting for Refugees in Bassikounou – Mauritania in both [English](#) and [French](#)
- [Summary of targeting in Rwanda: Moving to Needs-Based Assistance Delivery for Refugees](#)

In support of the monitoring and reporting on the Joint Hub's work, and in capturing lessons on UNHCR-WFP collaboration, an outcome survey on UNHCR-WFP collaboration that will capture some of the outcomes of Joint Hub support work is planned for January 2023.



UNHCR-WFP Joint Targeting Training Programme participant Francis Njilie, VAM Officer with WFP in Cameroon, supervising a comprehensive food security and vulnerability assessment in the Central Region of Cameroon

UNHCR-WFP JOINT TRAINING PROGRAMMES ON THE UNHCR-WFP JOINT TARGETING GUIDANCE



A basic training available to all UNHCR and WFP staff:
The Fundamentals of Joint Targeting

In February 2022, the Joint Hub launched a **UNHCR-WFP joint online course** on the **Fundamentals of Joint Targeting** on UNHCR and WFP corporate learning platforms UNHCR's Learn&Connect platform and WFP's WeLearn platform. This training course has been institutionalized by both organizations and has featured in a number of training programmes as prerequisites for learners, from a cash training for UNHCR staff in Syria to regional targeting workshops for WFP staff.

The course covers the basics of UNHCR-WFP joint targeting, including mainstreaming protection in targeting, key targeting concepts, including targeting errors, and an outline of the targeting process, and requires a test to be completed for a learner to graduate. The course is accessible to all UNHCR and WFP staff, with **1,019 staff** (553 UNHCR and 466 WFP) having **enrolled by December 2022**.



Targeting in-depth:
Applying the Joint Targeting Guidance

In March 2022, a more in-depth, cohort-based course on **Applying the UNHCR-WFP Joint Targeting Guidelines** was also launched to increase the knowledge and understanding of targeting approaches and processes between the two agencies. Building on the UNHCR-WFP Joint Targeting Guidance, the course consists of eight online sessions on each step of the targeting process, plus a course test.

The course goes into the details on how to plan and implement a targeting approach, with practical examples from joint targeting exercises, and group work on scenarios and case studies throughout. Two cohorts were run in 2022, with a total of **190 UNHCR and WFP staff having completed the full in-depth course**. A report on the first cohort of this course, including participant feedback, can be found [here](#).



THE FUTURE OF THE JOINT HUB

In 2022, the vision, mission and values for the Hub were refined, and a Joint Hub 2023-2025 Strategy has been developed and endorsed by UNHCR and WFP senior management that has informed UNHCR and WFP fundraising goals for the Joint Hub.

For 2023, Joint Hub priorities are to:



Retain a primary focus on supporting UNHCR and WFP country offices in protracted refugee situations, while considering other contexts of forced displacement



Focus on long-term strategic outcomes, and



Institutionalize the Joint Hub's work

The Joint Hub is working to expand the donor base for 2023-2025 and is engaging with the US and other donors to increase opportunities to profile the Joint Hub work and learning from joint collaboration. This has included visits and presentations to donors and external fora at the country, regional and global levels.

The Joint Hub continues to learn, and to share learnings and experiences, building a knowledge base through studies, through documenting best practices and lessons, increasing work on communications, providing technical briefs, training programmes, and institutionalizing joint work within both agencies, including country offices, headquarters, and within regional bureau's.