

Global programmes

Policy priorities

In 2005, UNHCR undertook various forms of action to advance the implementation of the policy priorities for refugee women and gender equality, refugee children and older persons and to promote a community-based approach in operations (*UNHCR's Strategic Objectives (SO) 2005 - Expected Accomplishments and Indicators of Achievement 3.2, 3.3, 4.1, 4.3, 4.5, 9.1*). The Office focused on the following areas:

- Implementation of UNHCR's age, gender and diversity mainstreaming strategy;
- Empowering refugees through a community-based approach and targeted action;
- Supporting innovative projects that increase meaningful and sustained participation by refugee women and children;
- Promoting education as a tool for protection;
- Providing expertise to operations, including emergencies;
- Working in coordination with governmental and non-governmental partners and United Nations agencies.

Age, gender and diversity mainstreaming strategy

In 2005, the age, gender and diversity mainstreaming strategy was developed based on an evaluation of eight out of 14 pilot project countries (*Agenda for Protection – AfP – Goals 3 and 6*). The first step was the preparation of UNHCR and NGO staff (36 women and 22 men) to support country offices in participatory assessments and follow-up workshops.

By December 2005, the facilitators had covered 40 country offices. In each, multifunctional teams were formed at sub-office and capital levels with protection, programme, community services, field staff and heads of offices. In most countries, government, UN and NGO partner agencies also joined the teams. These teams conducted participatory assessments with separate groups of girls aged 10 to 13 and 14 to 17; women aged 18 to 40 and older; as well as boys and men of the same age groups and diverse backgrounds. Security, livelihoods and education were the main topics discussed, although these were adapted according to the reality of each country operation. Refugees, internally displaced persons and returnees analyzed, together with the multifunctional teams, the protection risks they faced,

their capacities for overcoming them and the best way to solve problems.

Participatory assessments were followed by workshops where teams analyzed the information gathered from an age, gender and diversity perspective. Workshop participants then examined how to develop protection objectives and programmes based on this analysis and where targeted action was required to address the rights of discriminated groups, particularly women and girls. In 2005, 18 workshops were held with some 485 participants from government, NGO, UN agencies and UNHCR.

Challenges: Mainstreaming an age, gender and diversity perspective and knowing how to take targeted action to address discrimination require a full understanding of community dynamics and awareness of internal and external power relations. All these factors must be borne in mind during operational planning processes and are fundamental to applying a community-based approach in the implementation of activities. These complex processes present many challenges. Reinforcement of the concepts and further support on how to do this in a practical manner are required in order to transform working practices.

Participatory assessments have revealed tremendous challenges for UNHCR and partners, not least in the area of child protection. Numerous reports have been received of child labour, exploitation and abuse in and outside school, as well as exposure to harassment and sexual violence, particularly amongst girls. Children explained how they had to work to ensure that there was enough food on the table, to obtain their school fees and to pay for their clothes and books. Once they had covered their basic needs they could go to school if there was enough time left in the day. Older people and groups with specific needs, particularly those with physical and mental handicaps, were consistently identified as being overlooked in terms of the delivery of assistance adapted to their situation and regular monitoring.

The pervasiveness of sexual exploitation, prostitution and domestic violence and the link between these and assistance shortages were a constant theme in many countries; women and girls often described harrowing experiences and their exposure to abuse from their own and host communities. The situation of women and children is further compounded due to farming activities, the dangers of collecting firewood and water and in some cases the refusal of men to support them in these areas.

Short term results: Some countries have already introduced changes in their operational activities. Examples include immediate action to change food rations for older people, provision of suitable latrines for those with physical disabilities, as well as increased monitoring through regular dialogue. The UNHCR office in Benin supported refugee women in launching a peer support project for women and girl survivors of violence and trained women as peer counsellors. In Rwanda, childcare arrangements were set up so that an unwed adolescent mother could return to school after having been actively discouraged by members of the community who considered it shameful. In some countries, reception centres at UNHCR offices were modified to make them more congenial and gender- and age-sensitive. One office in Uganda set up a committee to discuss the situation of individuals with specific needs and, following discussions with children, the problem of corporal punishment in school was discussed with the education authorities. The UNHCR regional office in Hungary produced a booklet on the results of the participatory assessment for advocacy purposes and to give visibility to the refugee reality in the region. Staff have reported that previously undetected problems faced by minority groups have come to light, for example in the case of those considered to be “lower caste” by the refugee community in Nepal.

Information sharing and knowledge management: In the last quarter of 2005, UNHCR established an electronic information-sharing network as part of the overall age, gender and diversity mainstreaming strategy to provide support to staff and enable further learning. Members of multi-functional teams are thus able to discuss difficulties and best practices in their work and to obtain support and ideas from colleagues all over the world. A recent exchange of experiences on the provision of sanitary materials for women and girls has demonstrated the benefits of the network. Staff appreciated having a forum for discussing various approaches to this problem and being able to learn from others. It also enables Headquarters to obtain information without resorting to formal reporting mechanisms. However, multi-functional teams still require attention and guidance from Headquarters and efforts will be increased in 2006 to enable them to work independently in the long term.

An accountability framework: An important element of the age, gender and diversity mainstreaming strategy is accountability. In 2005, UNHCR disseminated a consultancy report, *Increasing accountability for age and gender mainstreaming in UNHCR*. A consultant was then hired to establish accountability mechanisms for age, gender and diversity mainstreaming and targeted action in the area of children and women, as well as sexual and gender-based violence (*AfP, Goal 6 and SO 4.3*). The mechanisms will be piloted in 2006 in Headquarters and selected field offices.

Community development

In coordination with an NGO, UNHCR developed a manual on a community-based approach in operations and a draft training manual (*AfP, Goal 6*). A workshop on the community-based approach in UNHCR operations was held in Ghana with the participation of refugee association representatives, UNHCR staff and several NGOs. The manual and training material will be finalized and disseminated in 2006, following regional workshops to train staff and partners and obtain final feedback on the materials.

Community-based approach training workshops were held for staff and partners in Sri Lanka and Southern Sudan. Technical missions were sent to Yemen and Nigeria to help with participatory assessment strategic planning and follow-up.

In coordination with the Government, UNHCR in Nigeria made funding available to reduce the exposure of young refugee women to prostitution through a project combining food assistance, vocational training and small start-up grants, which included a contribution from the Government. In Zambia, funds were made available for community childcare for single refugee mothers to enable them to pursue economic activities; improved school sanitation; the purchase of reference books for children; agricultural gardens and support for the repatriation of refugees with specific needs.

In response to the psychosocial needs of persons of concern in emergencies, a partnership was established with a UK-based university. The university consultants conducted a capacity assessment in Darfur with the internally displaced population and provided training support to selected community members and UNHCR and partner staff, and prepared a guide and training materials. UNHCR is participating in the inter-agency task force which is developing guidelines on mental health and psychosocial responses in emergencies (*AfP, Goal 3*).

UNHCR implemented a variety of activities to support older persons of concern. Focus groups with older people during participatory assessments resulted in improved identification of the specific protection risks they face and their capacities and skills. One strategy adopted by partners and UNHCR is to involve older people in counselling and skills training activities to benefit younger generations in their communities. UNHCR also translated, printed and disseminated a booklet on working with older refugees in Arabic.

Peace education activities were expanded to Chad, Rwanda and Uganda. In coordination with UNESCO and UNOPS peace education materials were finalized, and will be ready for dissemination in 2006. Nonetheless,

the peace education project faces serious challenges in terms of sustainability as, so far, it has been Headquarters-based. Country operations have been requested to integrate peace education into regular programmes and to make it more sustainable in 2006.

Gender equality and refugee women

In 2005, UNHCR continued to promote a two-pronged approach to the protection of refugee women: gender mainstreaming and targeted actions to empower women to participate meaningfully in community decision-making.

The Office held discussions with international NGOs in Geneva on a joint initiative to review progress in the context of the Beijing Plus Ten meeting. This initiative did not progress due to the absence of a Geneva-based NGO Gender and Women's network with the capacity to provide follow-up.

In June, UNHCR presented an update on the implementation of the High Commissioner's Five Commitments to Refugee Women to the Standing Committee of the Executive Committee (document reference EC/55/CRP.17). The report was based on data collected in standards and indicators reports. Findings highlighted that operations should not only promote the representation of women in refugee management structures but must also provide support and opportunities to ensure they can voice their opinions and participate in decision-making. While the distribution of sanitary materials to women and girls improved overall, financial constraints did not allow for distribution to all. (*AfP, Goal 6*). The report is available on UNHCR's website, www.unhcr.org.

The High Commissioner's Five commitments to refugee women

1. UNHCR will encourage the active participation of women in all refugee committees in urban, rural and camp settings and return areas. The final aim is to ensure that 50 per cent of representatives are women.
2. UNHCR commits to the individual registration of all refugee men and women. Men and women must be provided with the necessary documentation so each refugee can individually enjoy security, freedom of movement and access to essential services.
3. It is a fact that sexual and gender-based violence continues to be a severe impediment to the advancement of women and the enjoyment of their rights. UNHCR will develop integrated strategies in each country to combat it.
4. UNHCR will continue to ensure that refugee women participate in the management and distribution of food and non-food items.
5. The provision of sanitary materials to all women and girls of concern will become standard practice in all UNHCR assistance programmes. This is central to women's dignity and health.



Sudan: Internally displaced women from Ryad camp in West Darfur work in the nearby brick factory. The brick factory is located near the camp, but some women have previously been attacked by militias on that very same journey. UNHCR / H. Caux



Thailand: A Karen refugee girl heads home after school in Mae Sot camp. UNHCR / D. Lom

UNHCR submitted a Plan of Action on Security Council Resolution 1325 to the UN Secretary General which involves monitoring implementation of the Resolution in field operations. In partnership with an Australia-based NGO, UNHCR produced draft training modules on leadership skills for women through the use of instruments such as CEDAW and SC Resolution 1325, as well as a participatory women-at-risk analysis. The material was field-tested in India and Ethiopia. (*AfP Goals 4 and 6*). UNHCR participated in the Inter-Agency Task force on Gender and Humanitarian Assistance and the UN Inter-Agency Network on Women and Gender Equality. In October 2005, during the five-year celebrations of Resolution 1325, UNHCR, in conjunction with a US-based NGO, organized a side event with two women leaders from Sri Lanka. They shared their experiences of participating in the peace process, described how women were still being excluded and explained that their specific needs were not addressed in the peace agenda, even though a gender sub-committee had been established (*Agenda for Protection Goals 4 and 6*).

Sexual and Gender-Based Violence (SGBV) prevention and response training continued in 2005 at a country level, targeting male and female UNHCR, governmental and NGO staff members and refugees. A training of facilitators focused on building the capacity of staff members in planning and implementing prevention and response

activities and drawing up standard operating procedures. A desk review of field practices showed that the development and use of standard operating procedures within inter-agency and multi-sectoral mechanisms requires coordination and strengthening. Establishing standard and systematic reporting and monitoring of SGBV incidents remains a challenge and efforts to establish a database compatible with existing systems continue (*AfP Goal 6 and SO 4.1.2*).

Projects to provide additional capacity in the Field were implemented in Thailand, Malaysia, Egypt, Sierra Leone, Liberia, Uganda, Ethiopia, Congo, Colombia, Venezuela, Panama, The former Yugoslav Republic of Macedonia, Kosovo (Serbia and Montenegro), Slovakia and the Russian Federation. Limited resources in field operations, however, have meant that the projects only concentrated on regular prevention and response activities to meet basic requirements (*AfP Goal 6*).

UNHCR contributed to the development of IASC *Guidelines for Gender-Based Violence Interventions in Humanitarian Settings, Focusing on Prevention and Response to Sexual Violence in Emergencies*. These guidelines will be field-tested in 2006 (*AfP Goal 6*).

From 25 November to 10 December 2005, UNHCR commemorated the "16 Days of Activism", the international campaign to call for the elimination of all forms of violence against women. Several country operations organized specific events to highlight SGBV issues faced by women and girls and promoted awareness among staff, partners and refugees. (*AfP Goal 6*)

Technical missions were undertaken together with health staff to Bangladesh, Nepal, and Nigeria to support the field in identifying the risks of sexual and gender-based violence facing various groups of refugees and in strengthening or establishing standard operating procedures (*SO 7.4.1*). In addition, seven gender/SGBV officers were deployed to operations in Chad, Colombia, The former Yugoslav Republic of Macedonia, Sudan, Thailand, Ethiopia and Uganda through the Protection Surge programme (*SO 9.2.2*).

Refugee children

In 2005, UNHCR provided greater visibility to the five global priority issues for refugee children by updating the *Summary Note on UNHCR's Strategy and Activities concerning Refugee Children*, and disseminating a one page overview of the five priorities. The Office also contributed in the preparation of the biennial *Report of the Secretary-General on Assistance to Unaccompanied Refugee Minors*, which emphasised the five priority issues in relation to unaccompanied and separated children (*AfP, Goal 3*).

UNHCR's Five Priorities for Refugee Children

Refugee children are a policy priority of the Office of the United Nations High Commissioner for Refugees. Promoting respect for the rights of refugee girls and boys, including adolescents, of diverse backgrounds and abilities is UNHCR's responsibility.

1. Separation from families and caregivers

Separation of children from their families or caregivers should be prevented. For those girls and boys who have been separated, it is important to identify, register and document them in order to provide protection and undertake tracing of parents or primary caregivers. Family reunification should occur if it is in the best interests of the child. Monitoring of all interim care arrangements should be undertaken regularly by UNHCR and partners as temporary care can present other problems for these girls and boys. Durable solutions must be tailored to their needs.

2. Sexual exploitation, abuse and violence

Refugee girls and boys have to be protected from sexual exploitation, abuse and violence as well as HIV/AIDS, teenage pregnancies and harmful traditional practices. This is the responsibility of the host government, the refugee community and humanitarian organizations. Abuse can be prevented through awareness raising, ensuring improved access to assistance and education as well as safe living conditions and school environments. Response mechanisms include health care, psycho-social support, measures to ensure the safety of the victim/survivor and legal redress.

3. Military recruitment

A refugee child may be recruited compulsorily, forcibly or voluntarily by armed groups or forces. Both girls and boys participate in fighting as well as take on other duties as porters, cooks, cleaners, and messengers. Girls are at a higher risk of sexual abuse, forced marriage and pregnancy. These risks can be prevented by providing alternatives such as enrolment in schools and training centres. While recognizing that girls and boys may have different needs, they should benefit in an equitable manner from disarmament, demobilization, and reintegration programmes.

4. Education

Girls and boys of all ages have a right to equal access to quality education in a safe environment. Education, including literacy and vocational training, serves as an important tool to protect them from sexual and gender-based violence (SGBV), HIV and AIDS, military recruitment, crime and drugs. It adds to a sense of normality in everyday life and provides them with skills and knowledge for the future.

5. Specific concerns of adolescents

In refugee situations, younger children are often being cared for while their communities and organizations tend to overlook the needs of adolescents, who may also be heading households. Based on participatory processes with adolescent girls and boys, opportunities for formal and non-formal education, skills training, income-generating activities/employment, participation in decision-making processes, recreational activities and life-skills education should be created.

UNHCR contributed to the UN Study on Violence against Children through participation in regional consultations and with a study of children's perceptions and experiences of violence. This participatory research was undertaken in Angola, Zambia and South Africa with refugee and returnee girls and boys. It revealed worrying challenges that displaced children are confronted with, in particular situations of sexual and gender-based violence, and the difficult choices that they are forced to make daily in order to survive. The information gathered was widely disseminated and a special pamphlet was prepared to provide children with the information in a user friendly manner. It highlighted the need for greater participation of children, including adolescents,

in the identification of protection risks and the design of solutions.

Following the research workshops, some children formed peer support groups, while additional training was given to NGOs. Some of the projects generated included psychosocial support for children by using art as a medium to discuss issues and problems; dialogue with staff, caregivers and children on how to combat violence, and training on child rights; SGBV training for police and military and other personnel responsible for security; and training for UNHCR and NGO staff on SGBV and child-friendly approaches.

Seed funds were provided, for example, for the prevention of recruitment and sexual exploitation and abuse in Rwanda, support for girls' access to education in Burundi, a cultural activity project for children in Jordan to encourage their physical and mental development, adolescents' sports projects in Egypt, psychosocial activities for internally displaced children in Ingushetia, and youth centres focusing on training in leadership and organizational skills in Yemen. Results reported include increased enrolment and retention of girls in school (Somalia), improved well-being of children (Ingushetia), increased number of children participating in activities developed with and for them (Egypt, Jordan, Rwanda and Yemen) and enhanced information provision to girls and boys on issues like reproductive health, SGBV, HIV/AIDS and child rights (Burundi and Rwanda).

In the framework of its ongoing cooperation with the UN treaty bodies, UNHCR contributed comprehensively to the drafting of *General Comment No. 6 (CRC/GC/2005/6) on the Treatment of unaccompanied and separated children outside their country of origin* adopted by the Committee on the Rights of the Child on 3 June 2005. The General Comment draws attention to the particularly vulnerable situation of these children; it outlines the multi-faceted challenges faced by States and other actors in ensuring that such children are able to access and enjoy their rights; and provides guidance on the protection, care and proper treatment of these children based on the entire legal framework provided by the Convention on the Rights of the Child.

Inter-agency collaboration continued in 2005 with the development by the Inter-agency Working Group on Separated Children of the *Guiding Principles on Unaccompanied and Separated Children in the Tsunami-affected Countries* and on *Psychosocial Care and Protection of Tsunami-affected Children*. While the Action for the Rights of Children's Project Coordinator's post was discontinued in May 2005, ARC training continued to be conducted throughout the world in coordination with partners. The ARC Regional Steering Committees remained active in particular in West and East and Horn of Africa. An independent evaluation of ARC began in May 2005 and its findings will be released in 2006.

Finally, UNHCR funded a consultancy on child soldiers in Thailand, which resulted in increased inter-agency cooperation to address this issue through the establishment of a UN Working Group on Children Affected by Armed Conflict/Child Soldiers (*AfP, Goal 4*).

Education

UNHCR conducted in-depth assessments and collected baseline information for ten selected countries requiring support. The progressive and sustained increase in

completion of basic education and literacy, especially for adolescent girls, was supported through training and capacity building of UNHCR staff, partners and governments and targeted initiatives (*AfP, Goal 5*).

Regional and national workshops, focusing on a community-based approach to education, inter-agency cooperation and partnership, were held in Asia, West Africa and Colombia.

Following participatory assessments that confirmed that the specific concerns of refugee adolescents are often overlooked, a pilot project for over 1,500 Liberian adolescent refugee girls and boys was initiated in asylum countries in West Africa to address the protection risks they faced. The aim was to equip them with marketable skills through vocational training and income-generating activities to facilitate their reintegration in Liberia and to help resolve protection problems. The project included courses on basic literacy and numeracy, SGBV prevention and gender awareness, which are essential to prevent exploitation. In Liberia, recreational and sports activities were developed for another 1,500 adolescents with specific needs in Lofa county. They also participated in SGBV and reproductive health campaigns in the community.

In partnership with a Pakistan-based NGO, research for the development of a standard teachers' training manual was undertaken with the aim of promoting quality teaching and creating safe school environments, as well as providing support to local education committees with community and student participation. The material will be finalized in 2006.

Some 1,000 scholarships for tertiary education were awarded in 39 countries through the Albert Einstein German Academic Refugee Initiative (DAFI). While the focus in 2005 was on African refugees, other groups, such as Afghan refugees in Pakistan and the Islamic Republic of Iran, have also benefited from DAFI support. The girls' secondary school scholarship programme continued in Ghana, Uganda and Zambia. UNHCR also coordinated support for secondary education with the Refugee Education Trust.

An evaluation of the Norwegian Refugee Council/UNHCR agreement for deployment of education officers was undertaken in selected field offices and at Headquarters. The recommendations will be followed up in 2006.

Regional operational support

UNHCR has five regional staff, two Senior Community Services Officers and four Senior Regional Advisors for Women and Children who provide technical guidance and support to country operations in their regions and

strengthen partnerships with host government institutions, UN agencies, and national and international NGOs. The regional staff play a crucial role in promoting and monitoring the implementation of the age, gender and diversity mainstreaming strategy and targeted action for women, children and those with specific needs through a community-based approach.

Emergency operational support

In 2005, UNHCR strove to ensure that age, gender and diversity mainstreaming and community-based approaches were developed from the outset of emergencies. Gender expertise was provided for the tsunami emergency operation in Indonesia and through partnerships with other agencies in the Inter-Agency Task Force on Gender and Humanitarian Assistance. The key challenge was to collect age and sex-disaggregated data in the early stage of the emergency and to ensure planning and implementation of specifically targeted interventions for men and women of all ages and backgrounds. Technical support was also provided in the early stages of the South Sudan repatriation operation (*AfP, Goal 6*).

Under the existing standby agreement with Save the Children Norway and Sweden, community services and child protection staff were deployed to Indonesia, the Islamic Republic of Iran, Costa Rica, the Democratic Republic of the Congo, Guinea, Rwanda, Sudan (South Sudan and Darfur) and Thailand. Additionally, two child protection officers were deployed to Chad and Sierra

Leone through Save the Children UK and Swiss Humanitarian Aid Unit, and one Norwegian Refugee Council education officer was deployed to support the South Sudan operation. These deployments strengthened the capacity of UNHCR and partner staff and strengthened inter-agency collaboration at field level.

Participatory assessments are gradually being introduced to emergency training, the Protection Learning Programme and the Operations Management Learning Programme. Training on participatory assessment was also provided to UNHCR staff from the Emergency and Security Section.

The Environment

In 2005 UNHCR continued to implement its environmental policy, thus supporting governments in the provision of protection and assistance (*SO 4*). UNHCR sees its environmental activities not merely as an assistance issue but as a protection concern, in particular with regard to safeguarding the institution of asylum in host countries where the presence of refugees has affected the environment.

UNHCR continued to integrate environmental issues into field operations in accordance with the 2005 revised edition of UNHCR's *Environmental Guidelines (SO 4.2.1)*. The Guidelines and related handbooks on forestry, livestock and land-use design in refugee-related situations were widely disseminated.



Sudan: Aicha, a displaced woman in Ryad camp, uses a fuel-efficient stove at the UNHCR centre for women. She was trained by UNHCR and now trains other women on how to use fuel-efficient stoves. The stoves, made of donkey dung, mud and water, use up to 60 per cent less firewood than traditional methods. The need to reduce firewood collection is particularly important as many women have been attacked and raped on their way to collect wood. *UNHCR / H. Caux*

Throughout the year, UNHCR continued to pilot various technologies and approaches that could help use scarce natural resources more sustainably (SO 4.2). For example, given the promising outcome of permaculture in Zambia and Zimbabwe, the programme was extended to Chad and the Democratic Republic of the Congo (DRC). Techniques to reduce and substitute biomass materials for wood for cooking and construction purposes were introduced in Burundi, Chad, Ethiopia, Kenya, Rwanda, Nepal and Zambia. This entailed the use of mud bricks instead of wood for construction purposes, as well as energy-efficient stoves and alternative energy for cooking. The use of mud bricks reduced the volume of construction materials collected by refugees by 70 percent. Firewood-efficient stoves, introduced in Chad, resulted in a 60 per cent decrease in firewood consumption by refugee families. Other initiatives included the introduction of alternative energy – ethanol, biogas solar cookers and *briquettes* in Ethiopia, Nepal, Rwanda and Zambia.

The *Framework for Assessing, Monitoring and Evaluation of Environment in Refugee Operations* (FRAME) toolkit was completed and its pilot version launched in November 2005. Users of these tools in Chad, DRC, Nepal, Sudan, Uganda, the United Republic of Tanzania and Zambia have expressed appreciation of them. The project has also already brought tangible benefits to certain refugee communities and local populations in Chad, Nepal, Tanzania and Uganda by demonstrating the benefits of community consultation in planning and environmental management. The tools have also been built into UNHCR's regional and national environmental training programmes, where they have become pivotal management tools. Many of these tools were also used productively in non-refugee situations (e.g. the tsunami disaster in Sri Lanka). The toolkit will be disseminated in 2006.

In addition to a range of educational initiatives, including environmental education and awareness raising for refugees in cooperation with UNESCO's Programme for Education for Emergencies and Reconstruction (PEER), UNHCR developed a standardized approach for regional and national-level training. Based on this strategy, UNHCR organized a regional environmental management training workshop in Dar-es-Salaam, Tanzania for UNHCR, implementing partners and refugee-hosting governments from 11 African countries. In addition, a national workshop was organized in Lusaka, Zambia.

Funding of environmental impact-related projects in refugee-hosting countries is one of the fundamental issues that needs to be addressed in the coming year. Drawing from the lessons learned from the past and ongoing experience (including Pakistan, Sudan and Tanzania), new funding opportunities need to be explored to address environmental rehabilitation problems in a more predictable and equitable manner.

HIV/AIDS



Combating **HIV/AIDS** among refugees, returnees and other persons of concern and ensuring full respect of the rights of those living with HIV/AIDS are policy priorities for UNHCR, and are integral components of the

Office's strategic objective of supporting governments in the provision of protection and assistance (SO 4). UNHCR issued its 2005-2007 HIV/AIDS Strategic Plan, which draws on recent evidence on HIV/AIDS and forced displacement and on lessons learned from the 2002-2004 strategic plan. Indicators of achievement for 2005 included the implementation of pilot projects (SO 4.4.1) and cooperation with UNAIDS co-sponsors for the inclusion and integration of refugees into host countries' HIV/AIDS policies and programmes (SO 4.4.2).

Creative initiatives, such as the "Positive Lives" photo exhibition, a cartoon booklet for adolescents and a video portraying refugees living positively with HIV/AIDS helped to encourage community dialogue and reduce HIV/AIDS discrimination and stigma. The capacity of UNHCR staff was increased by incorporating HIV/AIDS training into many field-level protection workshops and strategic planning meetings. In addition, regional HIV/AIDS coordinators highlighted the challenges of protecting refugees from HIV/AIDS-related discrimination and issues related to resettlement of refugees with HIV/AIDS in strategic planning meetings on resettlement in Nairobi, Accra and Bangkok. The HIV/AIDS Unit provided input into key policy documents, such as the *Best Interest Determination Guidelines for Refugee Children* and the *Note on International Protection* for UNHCR's Executive Committee.

In an effort to address the intersection of sexual violence, protection and HIV/AIDS, the Office, together with UNFPA, expanded its support to six country programmes with the provision of post-exposure prophylaxis for rape victims. In-country training courses for clinical staff were organized in Côte d'Ivoire, Ghana, Guinea, Kenya, Tanzania and Uganda. Specific attention was paid to medical examinations, collection of forensic evidence, and treatment and care, including presumptive treatment for sexually-transmitted infections and the prevention of HIV/AIDS transmission.

UNHCR, country UN Theme Groups and other partners advocated successfully for the inclusion of refugees in national HIV/AIDS strategic plans for Ghana, Kenya, Lebanon, Liberia, and Sierra Leone.

The creation of a post of Liaison Officer (UNAIDS) allowed UNHCR to fulfil its obligations as UNAIDS' tenth co-sponsor. Conflict-affected and displaced populations are now more prominently included in global strategies,

and programmes such as the Global Initiative on Prevention Education and Universal Access Strategy to HIV/AIDS Prevention, Care and Treatment. UNHCR continued to collaborate with other UN agencies: for example, it is now an active partner in the United Nations System-wide Work Programme on HIV/AIDS in Populations of Humanitarian Concern. Together with OCHA, UNHCR published a paper on HIV/AIDS and internally displaced persons in eight priority countries, and, with UNAIDS, the Office published a best practice document, *Strategies to support the HIV-related needs of refugees and host populations*. At the country level, collaboration with UNAIDS and its co-sponsors was also expanded; for example, UNAIDS supported HIV/AIDS coordinators working on refugee issues in Botswana, Ethiopia and Kyrgyzstan.

UNHCR Headquarters and regional coordinators gave technical and financial support to 29 country programmes. Globally, more comprehensive HIV/AIDS interventions included, but were not limited to, voluntary counselling and testing in over 30 refugee camps in 11 countries for approximately 900,000 people; prevention of mother-to-child transmission programmes in over 18 camps in eight countries for approximately 650,000 people; and antiretroviral therapy to a limited number of refugees in 26 countries.

Sub-regional approaches continued to be a major priority for UNHCR. Although financing through the World Bank-funded Great Lakes Initiative on AIDS (GLIA) will only be available in the first quarter of 2006, preparations for future monitoring and evaluation activities continued in earnest. These included behavioural surveillance surveys (BSSs) and other assessments to ensure that baseline data are available.

UNHCR continues to use data to ensure evidence-based decision making in its HIV/AIDS programmes. Following the successful completion of BSSs among refugees and surrounding host populations in Kenya and Rwanda in 2004 (funded by World Bank-GLIA), other BSSs were undertaken in Nepal and Tanzania. HIV/AIDS sentinel surveillance was undertaken in Uganda and Zambia. The Office's HIV/AIDS 2005 report, which contains data for refugee situations in 23 countries and spells out concrete outcomes against stated indicators of achievement, is available on UNHCR's website, www.unhcr.org/hiv-aids.

Emergency preparedness and response

Throughout 2005, UNHCR maintained its capacity to respond to emergencies (SO 2) affecting up to 250,000 people with relief items (blankets, plastic sheeting, jerry-cans, kitchen sets, some light-weight emergency tents) and support items (prefabricated warehouses and four-wheel drive vehicles equipped with radio communication equipment) at its Central Emergency Stockpile (CES) in Copenhagen and Dubai. CES resources were used in nine countries (Central African Republic, Democratic Republic of the Congo, Chad, Indonesia, Liberia, Pakistan, Sri Lanka, Uganda and the United States). The planned increase of stocks of relief and support items for response to larger-scale emergencies (SO 2.2) did not take place because of financial constraints. Still, UNHCR was able to establish a stock of telecommunications and information technology equipment for deployment to emergency operations in 2006 and beyond.

In 2005 UNHCR organized three Workshops for Emergency Managers (WEM) for 88 UNHCR staff and 27 participants from NGO partners, UN agencies and donor countries. WEM participants then took part in 212 missions to 24 countries (mostly to Africa, but also to Asia, Europe, and the Americas). The largest numbers of deployments were emergency protection and field officers.

To support States in preparedness activities (SO 2.1, 2.3), three situational emergency training sessions were organized in Jordan, Ghana and Georgia, mostly for the benefit of staff of NGO partners and governments. As a result, a better understanding of roles and responsibilities in emergency response was achieved. Also, in an effort to increase the capacity and involvement of regional institutions in emergency preparedness, a similar session was conducted for ECOWAS partners in Ghana.

Throughout 2005, the eCentre in Tokyo conducted training sessions on the international humanitarian response, contingency planning and risk management. The eCentre also tested a pilot training programme on assistance in transitional situations (from post-emergency to development). As a result of these training sessions, the participants (largely NGO partners and government staff) were better prepared for any potential involvement in preparing for the transition phase of a humanitarian response (SO 2.3).

Other Activities

Protection-specific programmes

Promotion of Refugee Law: In 2005, UNHCR promoted principles of international refugee protection amongst partners such as border officials, judges, refugee status determination (RSD) adjudicators, lawyers, academics and students. Refugee law courses were organized and/or funded worldwide by UNHCR, such as the International Refugee Law Courses in San Remo, Italy, in cooperation with the International Institute of Humanitarian Law (IIHL) for government officials and NGOs; a course in Costa Rica for adjudicators in the Americas region; courses at the International Institute of Human Rights in Strasbourg, France; the National Law School of India University in Bangalore; the Calcutta Research Group, India; and the ECRE-ELENA programme in Europe. A thematic course on Protecting Refugees and Human Rights for adjudicators and lawyers in cooperation with IIHL and a refugee protection course with the UNESCO Chair on Human Rights in Benin targeting francophone countries in Africa were also piloted in 2005.

RSD adjudicators globally were supported through training organised by the International Association of Refugee Law Judges, the *Reach Out Training Project* for humanitarian workers, by partners such as the ICRC, the French Red Cross National Society, UNITAR and the Universities of Geneva, Aix-Marseille and Lyon. Training also targeted military officers involved in peacekeeping operations. However, plans to spread awareness on protection issues among civil society (lawyers, academics, public-interest groups) by initiating a twinning process between universities and institutions in developing and developed countries were not realised due to lack of funding.

The objective of the **Refugee Status Determination Project** is to improve the quality, integrity and efficiency of UNHCR's RSD operations worldwide. In 2005, RSD was conducted in 80 countries, with 90 per cent of RSD work concentrated in 13 countries: Cambodia, Cameroon, Egypt, India, Jordan, Kenya, Malaysia, Morocco, Pakistan, Syria, Thailand, Turkey and Yemen. This was achieved through initiatives such as providing advice on procedural and substantive issues relating to RSD; guidance on the implementation of the RSD Procedural Standards and the development of appropriate standard operating procedures in RSD operations; coordinating design and delivery of training for staff responsible for RSD; and evaluating RSD operations.

Through the RSD Project, 23 experienced international consultants and 15 qualified UN Volunteers were deployed to assist UNHCR field offices and governments in countries where there was a need to strengthen the

RSD process and/or reduce a backlog of applications. The deployees assisted in reducing a backlog of 2,628 asylum requests involving 4,256 people; supported and provided advice in the development and implementation of RSD procedures; and identified and responded to specific training needs of staff involved with RSD. One hundred and thirty-five UNHCR staff, 336 government officials and 44 NGO staff were trained on substantive and/or procedural RSD matters.

Three sessions of the RSD and Resettlement Learning Programme were launched, reaching 70 UNHCR staff. Also, three regional workshops on exclusion and cancellation of refugee status were held in Bangkok, Nairobi and Costa Rica, benefiting 73 participants.

Implementing the RSD Procedural Standards in varied operational environments is a challenge faced by many field operations. In 2005, missions were undertaken to review and assist with the implementation of the UNHCR Procedural Standards in 11 country operations in Cambodia, Cameroon, Egypt, India, Lebanon, Nigeria, Sierra Leone, Somalia (*Somaliland*), Syria, Thailand and Turkey.

The Protection Learning Programme (PLP), a core UNHCR learning activity, was offered to UNHCR staff in 2005. Since the programme's launch in 2000, 546 staff have completed the programme and 137 are currently enrolled. Based on recommendations from an independent evaluation, the PLP was revised in 2005. It was shortened, an assessment component to test the participant's knowledge in the self-study was added, and stronger links were made to age, gender, diversity and the participatory assessment methodology. It will continue to be offered to both staff and partners in 2006.

The Thematic Protection Learning Programmes (TPLPs) on broader migration movements were revised. Nineteen senior managers from UNHCR and partner organizations completed the programme. Since the TPLPs were launched in 2003, 78 managers have completed the programme. New and much-needed thematic programmes on return and reintegration could not be launched due to lack of financial resources. A total of 71 UNHCR staff in Africa, CASWANAME and Asia completed the RSD-Resettlement Learning Programme in 2005.

The Protection Surge Capacity Project: The Surge Project was created with the objective of providing an active roster of experienced and vetted protection officers who can be deployed relatively quickly where sudden or temporary protection needs arise. UNHCR, through an effective operational partnership with the International Rescue Committee, has developed a cost-effective way to use its

internal protection staffing capacity. Since the project's inception in 2002, 155 deployments (half of them women) have supported 42 operations, often in remote locations. A total of 41 deployments took place in 2005.

The deployees focused on protection issues such as border monitoring, physical protection of displaced children, women and men, addressing SGBV scenarios, local integration and reintegration, local capacity-building in IDP contexts, registration and statelessness.

The **UNHCR-International Catholic Migration Commission (ICMC) Deployment Scheme** continued to support field resettlement operations and improved UNHCR's ability to identify refugees for resettlement. In 2005, 63 deployments were supported through the scheme, targeting 34 country operations – the majority in Africa where UNHCR's resettlement activities have been strengthened in recent years with the establishment of the Regional Resettlement Hubs.

The **Strengthening Protection Capacity Project (SPCP)** was piloted in September 2004 to develop a comprehensive methodology to strengthen the capacity of States to protect refugees and others of concern. The project was piloted in Benin, Burkina Faso, Kenya, and Tanzania, where comprehensive plans of action were agreed upon by all partners. The range of interventions designed to benefit, both, refugee and hosting communities included:

- Training and projects to improve registration, documentation and RSD procedures to build or reinforce legal and administrative capacities;
- Support, workshops and training in conflict resolution, SGBV prevention and response, youth entertainment and education, to address serious security issues in camps;
- Complementary food assistance programmes, health services and primary and secondary school improvements, skills development for school dropouts and long-term unemployed youth, and vocational training programmes; and
- Agro-forestry, horticulture and livestock programmes, fair trade enterprises and marketable skills development to improve self-reliance.

The *Agenda for Protection* calls for an expansion of **resettlement** opportunities to be used as a protection tool, a durable solution and a responsibility-sharing mechanism (see also *UNHCR's Strategic Objective 5, 5.3*). In 2005, efforts were made to use resettlement more strategically in protracted refugee situations. UNHCR advocated for States to establish regular resettlement programmes, and Argentina became a new resettlement country in June 2005.

Continued donor support for resettlement has enabled UNHCR to address increasing resettlement needs. A Regional Resettlement Hub was set up in Beirut. The Resettlement Service at Headquarters strengthened UNHCR's capacity to respond to resettlement countries and partners. The Service is tasked with providing policy orientation, monitoring field operations, assessing and analyzing global trends, managing the resettlement delivery and representing UNHCR on resettlement issues externally and internally.

Since the launch of the methodology for resettling groups in 2003, UNHCR has resettled significant numbers of refugees, mainly in West and East Africa. In 2005, the methodology was expanded to Asia, where it is being used to identify and profile refugee groups and engage with countries on the submission and processing of resettlement requests.

Managing risk to ensure the integrity of resettlement and avoid fraud and malfeasance was a priority in 2005. UNHCR began the implementation of an anti-fraud plan of action to strengthen the capacity of field offices to mitigate fraud in the resettlement process. Simultaneously, office procedures were systematized through standard operating procedures on resettlement. Training was also provided to improve service delivery and procedural compliance as well as to sensitize protection managers and resettlement staff on the risks and consequences of a poorly managed resettlement programme.

Access of refugees to protection and resettlement was improved by their increased participation in operational planning activities, and through the use of the *proGres* registration database and the new resettlement registration form. Two regional workshops on identification of resettlement needs were organized for staff, in addition to the RSD/Resettlement Learning Programme, to improve organizational understanding of strategic planning and ways to identify refugees in need of resettlement. Similarly, increased attention to case identification techniques and resettlement methodologies served to reinforce protection management and improve access of refugees in need of resettlement.

Partnerships in resettlement were strengthened through maintaining relations with States and NGOs through the Annual Tripartite Consultations and the Working Group on Resettlement. Efforts were made to improve relations with NGOs to achieve a transparent and cohesive framework and avoid the establishment of parallel systems. A workshop with NGOs was held in Washington and the conclusions were shared during the Annual Tripartite Consultations on Resettlement in June 2005.

UNHCR used initiatives such as participatory assessments and protection profiling methodologies to engage



Republic of the Congo: UNHCR staff photograph a young refugee from DRC for an ID card at a transfer centre in Betou.
UNHCR / J. Ose

NGOs, operational partners and refugees in operational planning and implementation of resettlement activities. Also, UNHCR supported research endeavours, such as the “risk assessment framework” developed by the University of New South Wales, Australia, to identify women at risk. It complemented the global launch of participatory assessments and profiling methodologies to improve refugee participation in protection needs assessments and identification of refugees for resettlement.

Other programmes

The activities and achievements of the **Evaluation and Policy Analysis Unit (EPAU)** are described in the Headquarters chapter.

Registration and Project Profile: Progress in modernizing UNHCR’s registration capacity was accelerated in 2005 in pursuit of the Strategic Objective number 3, which aims to better assess the protection and assistance needs of refugees and other persons of concern. Project Profile teams, working together with the Population and Geographic Data Section (PGDS), completed field implementation and training on new standards and tools in 22 country operations, covering 60 individual sites. Over 500 staff members were trained on best practices and on use of the new registration database application (*SO 3.1*). In addition, follow-up missions supported registration activities in 16 operations, for

example in Kenya, Thailand, Chad, Bangladesh and Uganda.

Profile teams and the field-based senior regional registration officers worked with offices in Botswana, DRC and Ethiopia on issuance of identity cards for refugees and asylum-seekers. Additional support was provided to repatriation operations in Sudan and Liberia and to registration exercises in Benin and the Central African Republic. A registration workshop for the CASWANAME region was held in Cairo for staff from 15 UNHCR operations and host government officials.

The release of a new version of the registration database application (*proGres*) in late 2005, which includes additional functionality and new features, concluded the planned software development. UNHCR’s geographic information and information technology specialists began work on linking a mapping feature to the registration data for rapid field use.

To address the need for a more systematic approach to data management, UNHCR initiated development of an Operational Data Management Learning Programme which will be available to staff in 2006.

Public information, private sector and public affairs projects: To support the Office’s advocacy efforts on behalf of refugees, the **Media Relations and Public**

Information Service (MRPIS) anchors a global UNHCR information network providing relevant, timely and accurate information to the international media and public. The network helps mobilize public opinion and moral, political and financial support for UNHCR. It has two components: field public information officers and the headquarters-based MRPIS, which disseminates information worldwide each day via several in-house communications channels.

In addition to thousands of individual media interviews and over 100 organized press briefings in Geneva, in 2005 the global PI network produced and disseminated internationally more than 900 individual publications, press releases, UNHCR website reports, emergency updates, briefing items, photo packages and audio-video reports. With the increased information flow, UNHCR received substantial international media coverage in 2005. A comparative global media review for the year, using the Global Factiva monitoring system of international media, showed a 28 per cent increase over the previous year in media (mainly print) stories mentioning one of three key search terms – “UNHCR,” “HCR” or “ACNUR”. The comparative analysis, restricted to English, French, Spanish, German and Italian media, recorded 16,145 stories in 2005, compared with 12,632 stories in 2004 using the same search terms. This also compares with 11,600 stories in 2003 and 11,200 in 2002.

The overall number of UNHCR language websites globally reached 25 in 2005. MRPIS also supported mass information efforts to provide objective information to refugees, host communities and returnees in the Great Lakes, West Africa, Darfur, South Sudan and South Asia.

Activities relating to **Private Sector fundraising** are described in the *Headquarters* and *Funding* chapters.

The **Public Affairs Unit** coordinated celebrations of the fifth World Refugee Day (WRD) on the theme “Courage”. A total of 114 countries organized activities to meet objectives ranging from raising visibility and awareness (often including a fundraising component) in donor/industrialized countries, to building bridges with local communities in refugee-hosting countries. Other activities included sports competitions, celebrations with traditional songs and dances, arts and crafts displays, drawing competitions for children, film showings, photo exhibits, concerts, and seminars for local authorities and communities, UN agencies, NGOs, refugees, media and the general public. A public awareness campaign, which included a leaflet, posters, postcards, radio and television spots was offered to all participating countries. The events led to significant media coverage of WRD and UNHCR, to an estimated value of roughly

USD 8,260,000 (based on evaluations from 41 countries). Text messaging (SMS) campaigns were carried out on a *pro-bono* basis, WRD banners were placed on web portals and the internet was used to promote refugee-related film festivals. All led to increased visits to UNHCR’s websites worldwide and raised awareness of the plight of refugees.

The **2005 Nansen Refugee Award** was presented to Ms. Marguerite Barankitse, who saved the lives of several children during the civil war in Burundi. The award ceremony was held in Brussels on 22 June, and was presided over by her Royal Highness Princess Mathilde, in the presence of the Deputy High Commissioner, UNHCR Goodwill Ambassador Julien Clerc, and representatives from European institutions, the Belgian Government, political figures, Nansen Committee members and NGOs. The event and subsequent press conference were extensively covered in the national and regional media, raising awareness about UNHCR and the Award.

Goodwill Ambassador Programme: UNHCR Goodwill Ambassadors continued to promote effectively the work of the Organization. **Angelina Jolie** started the year by launching UNHCR’s Council of Business Leaders at the 2005 Annual Meeting of the World Economic Forum held in Davos, Switzerland. Ms. Jolie, as a panellist in sessions, addressed humanitarian issues and social responsibilities and held one-on-one meetings with business leaders on behalf of UNHCR. In the United States, she launched the new National Centre for Refugee and Immigrant Children, and continued her advocacy for the rights of unaccompanied children seeking asylum in the United States, with meetings in Congress. In June, she participated in multiple World Refugee Day activities in Washington D.C. together with Secretary of State Condoleezza Rice. She undertook several field missions including two visits to UNHCR operations in Pakistan. In October 2005, she was honoured with the 2005 Global Humanitarian Action Award for her work with UNHCR and with refugees. In November, she visited Headquarters for intensive background briefing sessions on field operations and technical support issues. She generated thousands of media articles and TV shows worldwide highlighting UNHCR’s work for refugees.

Julien Clerc undertook a mission to Cameroon to assist in the repatriation of Nigerians in the Banyo region, attracting much media attention. He lent his voice to radio and TV spots for the World Refugee Day “Courage” campaign and joined the celebration of the 2005 Nansen Refugee Award given to Burundian humanitarian worker Marguerite Barankitse. He appeared on prime time French TV shows and called for support to UNHCR’s aid operations for the tsunami victims. He was also the patron of several fundraising campaigns for UNHCR in France.

Barbara Hendricks continued her work as a board member of the Refugee Education Trust and remained an active advocate for refugees in all her media interviews. The DVD “Voices for Darfur” featuring the 2004 UNHCR concert for Darfur, in which she performed, was released in October 2005.

Giorgio Armani and the Armani Group continued to liaise with UNHCR, refocusing the partnership to explore strategies within the business community.

Adel Imam continued his advocacy for refugees in the Arab language press. For World Refugee Day, he launched the highly successful refugee children art exhibition in Cairo, gave his voice to the “Courage” campaign radio spots and participated in an SMS campaign which carried a message in his name to some 68,000 mobile phones in Egypt.

Most other advocacy and educational materials needed updating in 2005 but were put on hold for lack of funds. For example, the “Lego campaign” was updated with the new logo but could not be reprinted.

Training-related projects: The Staff Development Section (SDS) continued to offer learning opportunities to the staff in 2005. A total of 255 UNHCR staff benefited from three sessions of the Effective Writing Course. Twenty-two staff members successfully completed two concurrent Facilitation of Learning Programme sessions. The e-learning courses remained popular and after feedback from staff, three new e-learning courses were added to the course library at no cost.

The Management Learning Programme (MLP) reached two key milestones. A modular learning path was developed specifically for UNHCR managers. An assessment framework was also implemented, requiring MLP learners to submit assignments to a learning coach for evaluation. As the framework is based on standard criteria, an external accreditation agreement will soon be negotiated. The proposal for the establishment of assessment centres to create a pool of appropriately-skilled senior managers was also endorsed.

The 360-degree development initiative for senior managers was piloted with the Senior Management Committee. Participants created individual development plans and worked with a management coach to implement them. An intranet site, “360 Feedback rollout in UNHCR” kept the staff informed about this initiative.

The entry test for the International Professional Roster (IPR) system was evaluated and the contents improved.

To ensure that staff members were aware of the state of learning in UNHCR, a learning policy and guidelines

were produced in brochure format and distributed. A report on the organizational learning framework was also disseminated to senior management.

In close collaboration with the Division of Information Systems and Telecommunications, the database for recording staff training was improved, resulting in more accurate data. Regular meetings for training providers were held at Headquarters on results-based management, return on investment, and development of new learning programmes. Consultations were held with sections on proposed learning programmes, facilitation of workshops and technical advice provided to users on instructional technology tools.

SDS participated in a risk analysis of the performance appraisal report (PAR), sponsored by PricewaterhouseCoopers, which enabled a deeper analysis of the PAR and its impact on the development and performance of staff.

Linking humanitarian assistance to long-term development: The most urgent need, after ensuring the protection and humanitarian aid of new refugee inflows, is to help refugees take control of their lives and plan for a durable solution – whether it is in the country of asylum, in the country of origin or in a third country. In order to do so, UNHCR uses tools detailed in the *Framework for Durable Solutions*, such as Development Assistance for Refugees (DAR), Repatriation, Reintegration, Rehabilitation and Reconstruction (4Rs) and Development through Local Integration (DLI). In 2005, these strategies were used in a range of countries to link humanitarian assistance and development, and to assist and empower refugees in their search for durable solutions. (SO 5; AfP 5)

In 2005, the 4Rs approach was reviewed in Afghanistan, Eritrea, Sierra Leone and Sri Lanka where it was first piloted and was actively developed in a number of countries where returns took place during 2005. The countries benefited from joint assessments, planning of comprehensive reintegration strategies and country operations plans, as well as support to field offices in the implementation of the programmes. Reintegration operations in Angola, Burundi, the Democratic Republic of the Congo, Liberia, South Sudan and Sri Lanka also benefited from additional technical support in 2005. (SO 5.1; AfP 5.2)

The 4Rs approach and procedures were further promoted in countries through training based on the *Handbook for Repatriation and Reintegration Activities*, which was translated into French and Spanish during the year. A Reintegration Workshop was jointly organized with the Japan International Cooperation Agency (JICA) in Kenya and a regional experts' meeting on durable solutions held in Ghana. (SO 5.1.2)

In accordance with the High Commissioner's strategy to promote and strengthen DLI as one of the viable durable solutions, a *Conclusion on Local Integration* was approved by ExCom in 2005. This Conclusion sets out a balanced approach to the specificities of refugee needs, international and national legal standards, as well as the socio-economic realities of hosting countries. Thanks to the Conclusion, a local integration action plan was drafted to ensure systematic field support to countries demonstrating an interest in integrating their refugee population, or aspiring to achieve a self-reliant asylum population through development assistance to refugees. (SO 5.2.1; AfP 5.4.1).

Support for local integration requires a coherent programming approach that takes into consideration all the social, economic, cultural and legal aspects. Stronger partnerships at Headquarters have been developed with units dealing with community services and protection issues. UNHCR provided support for refugee and IDP self-reliance through the promotion of local integration in Eastern Europe and Africa; through microcredit schemes and vocational training, especially in Latin America; and through additional development assistance to refugee-hosting areas in Africa and Asia. Furthermore, a review of the Zambia Initiative was initiated to make recommendations for similar future initiatives. (SO 7.4.2, 5.4; AfP 5.1, 5.7)

UNHCR focused on building networks and nurturing partnerships in 2005. Linkages were established with the Youth Employment Network, and events were sponsored to commemorate the International Year of Microcredit. Special agreements with FAO, ILO, JICA and UNDP helped UNHCR to link up with longer-term development and bring new momentum to promoting sustainable socio-economic recovery. Positive outcomes from such an approach prove the effectiveness of partnerships, not only in finding durable solutions for the target population and supporting the receiving communities, but also in creating synergies between the different organizations' respective expertise and mandates (see *the Partnerships chapter*). (SO 4.3.2, 7.3)

Knowledge management was advanced in 2005 by initiating a catalogue of good practices based on experiences and lessons learned from countries where self-reliance, DLI, and the 4Rs were successfully implemented. Moreover, a web portal on durable solutions for displacement was created, where relevant materials and documents are regularly posted. This intranet web portal also includes two knowledge networks on reintegration and on local integration and self-reliance to enhance the information-sharing between staff. Handbooks on DAR and self-reliance, as well as the *Handy Guide to Microfinance in Conflict-Affected Communities*, were produced. All operational guidelines were translated into French and some into Spanish.

Programme support activities

Executive Direction and Management

Emergency and security management: In 2005, the Emergency and Security Service (ESS) concentrated on service delivery to operations, and the implementation of the recommendations of both the security review conducted in 2004 and of a review of emergency preparedness and response capacity and compliance with minimum operating security standards (MOSS).

UNHCR's early warning system was further developed, with the addition of components of scale and likelihood. This process will continue in 2006.

The review of UNHCR's MOSS compliance revealed serious shortages in a number of operations. Although MOSS compliance is an important component of security management, only limited resources were allocated to selected countries in order to improve it. Like the majority of the recommendations of the plan of action for enhancement of emergency response capacity, MOSS compliance requires a substantial financial investment, and only the most pressing priorities were addressed in 2005. The findings of the MOSS review will be brought to the attention of donors in 2006.

ESS provided support to the Field by sending out missions to assist with emergency/security assessment, response and contingency planning missions, as well as with the security of beneficiaries. Considerable efforts were devoted to designing and providing training on risk and threat assessment, security management and security capacity building for security specialists, as well as for senior and middle managers operating in high-security areas.

ESS produced updated guidance on civil-military coordination and interaction at the field level. A new handbook, *UNHCR and the Military: a Field Guide*, will be distributed to all country offices in early 2006. As UNHCR's focal point on civil-military liaison, ESS supported country offices with joint exercises, seminars and high-level conferences. It also pursued strategic cooperation with NATO and others, and benefited from the secondment from the United Nations Department of Peacekeeping Operations (Military Advisor's Office) of a senior liaison officer, who provides guidance and support on peace operations under the UNHCR-DPKO agreement signed in 2004.

As part of its involvement in mine action, ESS contributed to the revised UN Inter-Agency Mine Action Policy (*Mine Action and Effective Coordination*). It developed an effective operational partnership with DPKO/UN Mine Action Service (UNMAS) which included the deployment of an

UNMAS team to support UNHCR's operation for the return of South Sudanese refugees and IDPs.

Department of International Protection

Resettlement Field Support – Please see the Resettlement section in this chapter.

Division of Information Systems and Technology (DIST)

Management Systems Renewal Project (MSRP): The MSRP team started a progressive rollout of the Financial and Supply Chain modules to field offices in 2005. By the end of the year, 46 field locations were trained and fully operational. This comprised the entirety of the Europe Bureau and initial offices in the CASWANAME Bureau. The total user base reached over 1,100 staff members. Responding to the input and suggestions from MSRP users at Headquarters and in the Field, a significant number of enhancements and additional functionalities were progressively applied to the system.

The MSRP system is currently being expanded to provide a modern and more functional replacement of the human resource (HR) management and payroll systems currently in use. The design stage for the new HR and global payroll modules was completed in 2005, while a contractor was selected and started work on the "build" stage. The first delivery of the new HR system is expected to occur in the third quarter of 2006. In addition, the hosting arrangements for MSRP were transferred to the UN's International Computing Centre, a move which resulted in significant cost savings and an increased level of service.

Information Technology and Telecommunications – Field Support: The Applications Development and Operations Support Section (ADOS) assisted Project Profile in meeting its 2005 global rollout targets of the new refugee registration system (*proGres*) in 21 countries, in addition to providing support to existing field-based users in 40 countries. ADOS also actively participated in the delivery of version 2 of *proGres*, which incorporates a new functionality that enables government partners and other NGOs to deploy *proGres*. Biometric technologies, which provide more accurate identification, were also included in this version. Over five million refugees are now registered in *proGres*, enabling UNHCR Operations to apply new registration standards, improve protection activities and enhance reporting.

The upgrading of field technology was completed in 2005, in line with the original project plan. A new function was added to UNHCR's global GroupWise e-mail system, which allows staff members to access their email from any internet location in the world. In

addition, the satellite migration from DAMA to PAMA VSAT was completed during 2005. UNHCR now manages and maintains VSAT satellite services in 58 locations, providing telephony and data connectivity at a greatly reduced cost to the Organization.

DIST's emergency response was strengthened in 2005 through the conversion of existing Headquarters telecommunications posts to emergency-response Field Service posts. Emergency response was further enhanced through the creation of the post of a DIST Emergency Response Coordinator (for IT and telecoms), which is embedded in the Emergency and Security Service.

Division of Operational Support

In 2005, the Programme Coordination and Operational Support Section (PCOS), located within the Division of Operational Services (DOS), provided **support to UNHCR's operations management** system. Particular emphasis was placed on improving standards and indicators (S&I) and programme management.

During the year three S&I workshops were held in Pretoria, South Africa; Dar as Salaam, Tanzania, and Geneva, Switzerland. Seventy-eight UNHCR and 14 partner staff from 46 different operations participated in this training initiative. As a result of the workshops, recommendations were provided for future S&I development.

Following the workshops, extended discussions were held with the Bureaux, sector specialists in DOS and the Department of International Protection in order to expand the first edition of the *Practical Guide to the Systematic Use of Standards and Indicators in UNHCR Operations* to cover urban programmes and returnee areas. Work on the second edition of the *Practical Guide* was completed in December 2005. The new edition was published in February 2006.

Improving the quality of UNHCR's programmes by providing carefully designed training workshops to UNHCR staff continued in 2005. Four capacity-building workshops on basic programme management, two on programme management and three relating to the Operations Management Learning Programme (OMLP) were carried out by PCOS over the course of the year. An additional six support training/workshops, tailored to the needs of various UNHCR units, were also implemented. Standards and Indicators training modules were streamlined into the above-mentioned training programmes, as were other results-based management principles.

Division of Human Resource Management

Training of UNHCR Staff - please see *Training-related projects* in this chapter.

A **special budget for staff costs** was established to cover the salaries and related expenses of staff members who are on special leave with full pay, including staff members who are temporarily in between assignments (SIBAs). The salary and related expenses of those SIBAs who are working were charged to the vacant posts or to the administrative budget of the office where their services were temporarily being used. The Budget Section regularly reviewed the administrative budgets of offices using the services of SIBAs for offset from the special staff costs budget.

As part of UNHCR's strategic human resources management needs, the Division of Human Resources Management, in consultation with the Executive Office,

offered voluntary separation in 2005. This was done to create space, especially at the P-5 and D-1 senior levels, for renewal and mobility. It was also offered to mitigate the effects of staff reduction, by providing incentives for voluntary separation and early departure or retirement. These packages were offered as a result of the organization's setting of priorities. Accordingly, on a case-by-case basis, a number of staff members were approached with a proposal for agreed termination in 2005. This has proven to be a worthwhile initiative, and 21 agreements were concluded during the year.

Restricted voluntary contributions (USD)

Earmarking ¹	Donor	Annual programme budget
Global programmes overall		
Global programmes	Japan	993,645
Global programmes	Sweden	4,538,578
Global programmes	United States	13,885,234
Sub-total		19,417,457
Division of External Relations		
Private sector fundraising in Italy	<i>Acqua Azzurra S.p.A.</i>	12,970
Developing sports facilities in camps in Algeria (Tindouf)	<i>Deutsche Stiftung für UNO-Flüchtlingshilfe</i>	60,459
Refugee Voices project	Euroarts Music	41,665
Enhancing the protection, registration and emergency response capacity of UNHCR	European Commission	130,719
Refugee Voices project	Giorgio Armani S.p.A.	39,630
Developing sports facilities in camps in Algeria (Tindouf) and Burundi	International Olympic Committee	53,472
Corporate partnership activities	Merck & Co., Inc (USA)	12,712
Corporate partnership activities	Microsoft EMEA (BEL)	12,847
Nansen Refugee Award	Microsoft EMEA (BEL)	24,096
World Refugee Day activities	Miscellaneous donors / Private donors in Argentina	2,845
Private sector fundraising in Italy	Miscellaneous donors / Private donors in Italy	146,397
Refugee Voices project	Miscellaneous donors / Private donors in Spain	279
Building basketball courts in Tanzania and Uganda	Miscellaneous donors / Private donors in Switzerland (FIBA)	13,350
Instructors' costs in Rwanda, Liberia and Angola	Miscellaneous donors / Private donors in Switzerland (FIVB)	3,000
Nansen Refugee Award	Miscellaneous donors / Private donors in Switzerland	6,024
Refugee Voices project	Miscellaneous donors / Private donors in the United Kingdom	172,671



	Earmarking ¹	Donor	Annual programme budget
	Corporate partnership activities	Nestec S.A	12,821
	Nansen Refugee Award	Norway	50,000
	Nansen Refugee Award	Switzerland	50,000
Sub-total			845,957

Department of International Protection

	Assignment of two UNHCR-ICMC deployees (support/admin costs)	Australia	91,000
	ICMC deployment scheme in the Resettlement Hub in Kenya and Sudan	Australia	135,000
	Project: "Needs-based protection planning as a precursor to building effective protection capacities (SPCP) in selected African and Asian countries"	Denmark	22,147
	Project: "Needs-based protection planning as a precursor to building effective protection capacities (SPCP) in selected African and Asian countries"	European Commission	465,904
	Enhancing the protection, registration and emergency response capacity of UNHCR	European Commission	2,565,537
	Project: "Needs-based protection planning as a precursor to building effective protection capacities (SPCP) in selected African and Asian countries"	Netherlands	22,388
	Enhancing resettlement activities	Norway	1,277,955
	Project: "Needs-based protection planning as a precursor to building effective protection capacities (SPCP) in selected African and Asian countries"	United Kingdom	20,815
	Strengthening capacity to achieve durable solutions in Africa and South-East Asia	United Kingdom	15,000
	Resettlement activities	United States	257,000
	Protection Surge Capacity Project	United States	750,000
	Refugee status determination project	United States	500,000
	ICMC deployment scheme	United States	1,000,000
Sub-total			7,122,747

Department of Operations / Division of Operational Support

	HIV / AIDS activities in Asia	Australia	118,405
	HIV / AIDS	Canada	330,579
	Convention Plus survey on movements of Somali refugees and asylum-seekers	Denmark	89,127
	Enhancing the protection, registration and emergency response capacity of UNHCR	European Commission	1,258,161
	Culture and Education Awards – World Refugee Day	Islamic Educational, Scientific and Cultural Organization (ISESCO)	10,000
	Albert Einstein German Academic Refugee Initiative (DAFI)	Germany	2,233,653
	Field support to self-reliance and durable solutions (reintegration, local integration)	Germany	827,126
	Workshop for the implementation of workplace policies on HIV/AIDS for UNHCR's implementing partners in South Africa	Merck & Co., Inc (USA)	12,500
	HIV/AIDS programmes in Angola, Zambia and South Africa	Merck & Co., Inc (USA)	75,000
	Durable solutions	Norway	500,000
	Convention Plus survey on movements of Somali refugees and asylum-seekers	Norway	77,761
	Deployment of technical experts in Angola, Armenia, Burundi, Chad, DRC, Georgia, Pakistan, Russian Federation, Sierra Leone and at Headquarters	Switzerland	2,127,500

Earmarking ¹		Donor	Annual programme budget
	Strengthening UNAIDS coordinated support for HIV prevention among refugees in West Africa	UN Programme on HIV/AIDS	100,000
	Recruitment of a technical adviser for UNHCR's HIV/AIDS programme in refugee camps in Ethiopia	UN Programme on HIV/AIDS	10,420
	Joint project entitled "Improving HIV/AIDS Interventions for Displaced Populations and Surrounding Communities by Behavioural Surveillance"	UN Programme on HIV/AIDS	83,333
	Refugee children and adolescents	United States	110,000
	Refugee women	United States	140,000
	HIV / AIDS and refugees – Strategic plan for 2005	United States	400,000
	Malaria control in refugee settings in eastern Sudan and Zambia	United States	180,000
	Project Profile (refugee registration)	United States	420,000
	Support to the Interagency Health Evaluations in Humanitarian Crisis Initiative (IHE-HCI)	United States	200,000
	Strengthening prevention and response to sexual and gender-based violence (SGBV) for people of concern to UNHCR	United States	400,000
Sub-total			9,703,563
Executive Direction and Management / Emergency and Security Service			
	Enhancing the protection, registration and emergency response capacity of UNHCR	European Commission	1,224,482
	JICA-UNHCR collaboration on human resource development through eCentre	Japan (JICA)	177,131
	eCentre activities	Japan Association for UNHCR	2,182
	Workshop for Emergency Managers (WEM)	Norway	103,687
	Emergency and Security Services (ESS)	United States	2,600,000
	Emergency-related projects	United States	700,000
	Programme for regional emergency training for Asia and Pacific Region (eCentre)	UN Trust Fund for Human Security	93,388
Sub-total			4,900,869
Total			41,990,593

¹ For more information on the earmarking, please refer to the donor profiles.

Budget and expenditure (USD)		
Programmes	Final budget	Expenditure
	Annual programme budget	
POLICY PRIORITIES		
Refugee women	702,931	366,256
Refugee children and adolescents	191,000	115,959
The environment	684,500	578,581
Health-related projects (HIV/AIDS)	3,757,340	3,583,976
Emergency-related projects ¹	2,846,495	1,108,635
Sub-total	8,182,266	5,753,407
OTHER ACTIVITIES		
Promotion of refugee law and advocacy	352,900	314,029
Resettlement projects	3,133,367	3,030,902
Protection-related projects / Voluntary repatriation ²	5,153,954	4,704,770
Research / Evaluation and documentation	411,323	220,686
Registration / Project profile	1,911,303	1,681,813
Public information / Media projects	7,372,013	6,811,218
Training-related projects	259,000	55,194
Education projects	1,056,500	765,794
Linking humanitarian assistance to longer-term development	581,874	400,937
Support to 4 Rs	555,100	460,164
Others ³	1,982,027	1,468,145
Sub-total	22,769,361	19,913,652
PROGRAMME SUPPORT ACTIVITIES		
Executive Direction and Management		
Emergency and Security Service ⁴	13,328,110	12,193,457
Information Technology - Field support ⁵	2,857,300	1,866,581
Management Systems Renewal Project ⁶	21,951,887	17,978,344
Department of International Protection		
Resettlement field support	404,979	331,719
Division of Human Resources Management		
Training of UNHCR staff	3,770,123	3,116,172
Special staff costs including voluntary separation	13,969,745	11,845,473
Sub-total	56,282,144	47,331,747
Total	87,233,771	72,998,806

¹ Includes costs for stockpiling, institutional and situational preparedness, rapid emergency response and eCentre. Emergency and security training is included in Training of UNHCR staff.

² Includes costs for assistance to individual refugees in various countries (USD 47,032), refugee status determination project (USD 939,238), legal and policy research project (USD 290,219), provision of protection information (USD 151,019), protection capacity (USD 436,027) and SURGE protection capacity project (USD 2,841,234).

³ Includes costs for NGO liaison and support for effective cooperation (USD 232,425), short-term consultancies and organisation of workshops (USD 145,331), insurance costs, inspection of goods (USD 144,980), Nansen Refugee Awards (USD 145,333), assessment centre project (USD 92,806), field capacity in community development (USD 160,337), non-refugee legal matters (USD 1,433), standards and indicators mainstreaming (USD 315,381), and convention plus secondary movements (USD 230,119).

⁴ Includes costs for Emergency and Security Service, new/unforeseen security needs, UNSECOORD cost-sharing, support for rapid emergency response and support for eCentre.

⁵ Includes information technology services for field operations such as software development, telecommunications and e-mail user services.

⁶ Includes core systems for financial services, human resources management and supply chain.