

Foreword by the High Commissioner

Over the past year we have seen many far-reaching developments in the political and humanitarian context in which UNHCR protects and cares for refugees. The pattern and scale of migration are increasingly recognized as a major global challenge. New forms of inter-agency cooperation are changing the way we assist internally displaced people and access funds. And while the sustainability of refugee returns is an abiding concern for the Office, the new UN Peacebuilding Commission is an encouraging development which we are eager to engage with.

UNHCR's core mission remains to protect and aid refugees. But increasingly we are called upon to protect other vulnerable groups such as the internally displaced and stateless people. This evolving role implies a complex set of new challenges. These include providing emergency response to a widening range of people, ensuring asylum to refugees caught up in mixed migratory flows, and improving the physical security of refugees and humanitarian workers. The critical issues which will demand UNHCR's attention and resources in 2007 are set out in the chapter entitled *Key Challenges*.

In order to meet those challenges, in March 2006 we launched a thorough review of UNHCR's processes and structures. Our goal is simple: to increase UNHCR's effectiveness and efficiency and to maximize our impact on the ground. This is the way we will judge ourselves and this is the way we want others to assess our performance. Based on the comprehensive structural and management reviews now taking place at Headquarters and in the Field, in 2007 we will begin to put in place the first elements of what will be a multi-year reform effort.

This year we have introduced a number of changes to the Global Appeal itself. It remains a document of reference for a range of readers, with a wealth of information on populations of concern and field activities, but we have tried to make it more analytical and issue-oriented by focusing on key areas of intervention and the links between operations and the objectives we have set for the Office. All operational information is featured in a CD-ROM included with the Appeal.

We have a vision of UNHCR's role and a clear sense of what is to be done. Of course, none of this is possible without political and financial support. This year's budget reflects our commitment to achieve greater financial flexibility and to ensure that the resources we receive are



UN High Commissioner for Refugees António Guterres welcomes Liberian returnees on World Refugee Day.
UNHCR / E. Kanalstein

used as effectively as possible. It is my hope that donors will respond generously to this appeal so that we can improve the protection, care and solutions we are committed to providing for all those forced to flee because of persecution or conflict.

I thank you for your continued support.

António Guterres

A handwritten signature in black ink, appearing to read 'António Guterres', with a long, sweeping underline.