

Global programmes

In addition to its country or region-specific operations, UNHCR undertakes a broad range of programmes and activities of a global or regional nature, called Global programmes. They are designed to support field operations and are mostly implemented in the Field, but budgeted for and managed at Headquarters in Geneva. These Global programmes can be divided into three categories: programmes supporting the implementation of policy priorities, programme support activities and other activities.

Policy priorities

In 2006, UNHCR will continue to support its field operations in many of the priority areas, both operationally and in terms of policy development, through its Global programmes. These will cover activities such as mainstreaming of gender equality; protection and care of refugee children; HIV/AIDS and reproductive health; field capacity in community development and situation analysis; prevention of and response to sexual and gender-based violence, and refugee registration.

To achieve effective protection, UNHCR is very conscious of the need to involve refugees and others of concern to the Office in protection risk analysis and problem resolution. Joint analysis is helping to address discrimination and unequal power relations predicated on age, gender and diversity of background, with the aim of promoting gender equality and the equitable enjoyment of rights by all refugees and others of concern. This work began in the 1990s, when UNHCR established policies on refugee women, refugee children, older persons, education and community development. These policies are based on international human rights instruments and focus on the specific needs of each group. They aim to ensure better protection by empowering refugees and others to realize their rights through direct participation in decision making and community life.

In 2004 and 2005, UNHCR undertook several participatory assessments with displaced people throughout the world. These assessments highlighted gaps in assistance for specific groups and the need for a stronger rights and community-based approach to engage communities in seeking appropriate solutions. In particular, refugees lack access to resources for income generation. Insufficient assistance leaves them vulnerable to discrimination and exploitation, and girls and women in particular are exposed to sexual and gender-based violence and exploitation. In some cases, the protection of those most at risk is further weakened through forced under-age



Democratic Republic of the Congo: Women are often heads of their households. Here, returnee Elodi Male walks with her children back to her home in the village of Zambi, after being dropped off by the repatriation boat. *UNHCR / J. Ose*

marriage, trafficking, mounting school drop-out rates, forced recruitment and child labour. Greater attention must be devoted to the needs of older refugees, who often find themselves competing for scarce resources, while sometimes caring for young orphaned grandchildren at the same time.

Women, girls and boys (whether refugees, returnees or IDPs) are frequently obliged to undertake several activities outside their home, such as collecting firewood and water. This can involve walking long distances often exposing them to the possibility of attack, in particular sexual and gender-based violence. The conflict in West Darfur in Sudan has highlighted the desperate situation of such groups while for women and girls in some areas the long-standing problem – exposure to rape while gathering firewood – remains unresolved. If displaced women, girls and boys and older people are to be adequately protected, UNHCR must ensure that gaps in assistance are covered, not only in terms of food, water, education and health, but also in relation to the specific needs of the different groups, such as sanitary materials for women and girls and skills training for young people.

In 2006, UNHCR will improve the implementation of its policy priorities for **refugee women, refugee children and older refugees** through a **community development approach** by launching its “age, gender and diversity mainstreaming” strategy throughout the organization. The strategy is based on international agreements and standards such as the Convention on the Elimination of all Forms of Discrimination against Women, the Beijing Platform for Action, various resolutions of the UN Economic and Social Council (ECOSOC) and Security Council Resolution 1325 on women, peace and security, the Convention on the Rights of the Child and other international human rights instruments (*Global Strategic Objective 1*). Mainstreaming age, gender and diversity means that the full participation of all regardless of age, gender or background becomes integral to the design, implementation, monitoring and evaluation of UNHCR’s policies and operations, with the long-term goals of gender equality and the equitable enjoyment of rights (*Agenda for Protection Goal 6.1-2*).

A three-year strategic plan for 2006-2008 will provide the framework for UNHCR’s two-pronged approach to implementing policy priorities: mainstreaming and empowerment through targeted action. The approach will increase coordination with partners, expand the institutional capacity to totally integrate age, gender and diversity concerns and entail targeted action to empower all refugees, particularly those with special needs.

In 2006, the following action will be undertaken to mainstream age, gender and diversity:

- UNHCR will adopt a multifunctional (community services, programme and protection) team approach, together with its partners and supported by complementary teamwork at Headquarters. The teams will promote mainstreaming by undertaking participatory assessments and will incorporate the findings into the programming cycle. Building on the work undertaken in late 2005, the number of countries conducting participatory assessment to analyze protection risks and gaps as a basis for planning programmes is expected to reach 90 by the end of 2006.
- The next component of the mainstreaming strategy will involve the establishment of an online community of practice to help field and headquarters staff to develop their capacities through participation in a knowledge management system.
- Building on the work of the Action for the Rights of Children (ARC), People-Oriented Planning and the training experiences of other agencies and partners, a streamlined training programme on gender equality, children’s rights and community-based approach will be developed.
- Benchmarks to provide an accountability framework for managers at all levels will be tested in ten pilot countries and completed by December 2006.
- Specialist regional and headquarters staff will undertake technical missions to all emergency operations and to any field operations where participatory assessments reveal gaps. These missions will be followed by specialist deployments if needed. Ongoing standby agreements with different international non-governmental

partners allow for deployments of professionals with experience in child protection, gender, education and community services.

- UNHCR will continue to participate in inter-agency activities and will strengthen its partnership with UNICEF, WFP, UNIFEM, UNESCO, ILO and other agencies. This expanded cooperation will promote the realization of the rights of refugees, particularly in the areas of education, women's empowerment and child participation. Based on the experience of Liberia and Colombia with UNIFEM in 2004 and 2005, national memoranda of understanding will be developed in countries where particular gaps are identified through participatory assessment.

In addition to the mainstreaming strategy, UNHCR will provide targeted support to operations through four technical units with specialists in community development, education, gender equality and refugee women, and refugee children as well as through six regional experts covering these areas in Europe, Africa and the Middle East. While supporting mainstreaming, the specialized units will also focus on targeted action to empower refugees and develop the capacity of UNHCR and partner staff, as well as refugees, in these areas.

Following a review of the **community services** functions, the essential role of community services officers will be increasingly to mobilize the community to ensure that refugees remain at the centre of decision making. UNHCR has produced a community development manual and accompanying training materials, as well as strict selection criteria for community services officers. In 2006, the Office will promote the community-based approach through:

- Training of UNHCR and partner staff on the practical application of a community-based approach (*Agenda for Protection, Goal 3*).
- Creation of a community services network to upgrade the skills of staff. This will provide community services staff based in remote locations with an opportunity to keep abreast of the latest developments in community-based work and to exchange information on lessons learnt and good practices.
- Developing and testing of indicators to monitor the impact and application of the community-based approach in UNHCR operations.
- The peace education programme, which will continue to be an important instrument for building refugee capacity to resolve problems. Materials jointly produced by UNESCO and UNHCR will be disseminated and refugee communities in selected countries will receive training and ongoing support for peace education.
- The identification of specialized agencies to improve UNHCR's response capacity in community-based psychosocial programmes in emergencies and post-emergency situations. In view of UNHCR's limited staffing capacity,



Chad: Specific attention must be given to displaced children to ensure their protection. UNHCR / H. Caux

specialist partners will be employed where the delivery of services and monitoring is a serious challenge, as with some areas of work with older persons and persons with disabilities.

Gender equality and refugee women:

While gender equality mainstreaming is an essential strategy to promote equal rights and opportunities for refugee and displaced women and girls, UNHCR recognizes that it must be accompanied by sustained targeted action to empower and protect them in the face of wide-ranging constraints. Prevention of and response to sexual and gender-based violence (SGBV) forms a crucial component of this work. In 2006, work on gender equality will focus on building UNHCR's capacity to support women's equal participation in leadership structures, community development and economic empowerment (*Agenda for Protection Goals 3 and 6*). UNHCR's main activities will include:

- Finalization and dissemination of a gender equality policy for operations.
- Organizing two regional training sessions in collaboration with national and international non-governmental partners to further develop the capacity of UNHCR and partner staff on gender equality and women's empowerment.
- Based on gaps identified through participatory assessments, and in coordination with ILO, developing and implementing economic empowerment activities in two country operations. (*Agenda for Protection Goal 5*).
- Targeting selected country operations involved in return processes to promote the implementation of the UN Security Council Resolution 1325 on Women, Peace and Security.
- Building partnerships with local women's organizations to support women's leadership in peace-building initiatives among displaced communities.
- Conducting two regional 'training of trainers' and country level training sessions on prevention and response to sexual and gender-based violence for national and partner staff, and introducing linkages with prevention of HIV/AIDS.
- Undertaking technical missions using participatory assessment, in coordination with experts on shelter, food/nutrition and health, to identify the causes of sexual and gender-based violence and community-based solutions.
- Establishing standardized systems of reporting and monitoring of SGBV prevention and response activities, using Project Profile software, and promoting the establishment of standard operating procedures in country operations.
- Developing joint projects with national NGO networks to support projects on working with refugee men and boys on gender equality and prevention of SGBV.

In 2005, UNHCR contributed to the UN Study on Violence against Children. Related participatory



Ghana: Togolese refugees. The contribution of older refugees in caring for younger relatives is often under-recognized. UNHCR is setting up projects to assist them in caring for their families. UNHCR / L. Taylor

research undertaken in Angola, South Africa and Zambia with **refugee and returnee children** revealed disturbing challenges that displaced girls and boys are confronted with and the difficult choices they are forced to make on a daily basis to survive. The research highlights the need for greater participation of children, including adolescents, in the identification of protection risks and the design of solutions.

UNHCR will promote the realization of the rights of children within the framework of the five global priority issues identified by the Office as a follow up to the UN *Study on the Impact of Armed Conflict on Children* (the Machel study): separation; sexual exploitation, abuse and violence; military recruitment; education; and the specific concerns of adolescents. The Office will also promote the specific concerns of adolescents. The following main activities will be undertaken:

- A report on the global priority issues at field level to enable identification of gaps and good practices and the design of follow up actions with UNHCR's Regional Bureaux.
- Dissemination of UNHCR's study *Refugee and Returnee Children in Southern Africa: Perceptions and Experiences of Violence*. Support will be provided to undertake similar research in two other regions.
- Technical missions to three major operations to build staff capacity to work with girls and boys and facilitate their participation in decision making.
- Strengthening skills development through vocational training projects to increase employment opportunities (*Agenda for Protection Goal 5*) with the participation of refugee, displaced and returnee adolescents/youth in two operations.
- Widening partnerships with agencies with expertise in addressing the specific needs of adolescents.
- Geneva-based and region-based collaboration with the management group for Action for the Rights of Children will continue through follow up on the relevant recommendations of the 2005 independent evaluation of ARC.
- Promotion of the implementation of UNHCR's *Guidelines on Best Interests Determination for Children*.

Refugee education: Since 2003, UNHCR has gathered data highlighting serious gaps in the quality of services delivered and the overall retention rates in school. UNHCR will raise awareness among donors and educators as well as pupils on the need to create a safe school environment where children from diverse backgrounds and girls in particular can feel respected and are given sufficient opportunities to develop their full potential. In 2005, UNHCR began to refocus attention on the right of refugees to education as a means to support their capacity to build durable solutions and enhance their own protection. In the year to come, UNHCR will prioritize the following actions to support education:

- Focusing on the implementation of the UN Millennium Development Goals and Education for All (EFA) and working to close the existing gap in primary education through the dissemination of UNHCR's education guidelines, regional consultation meetings and capacity building training.
- In coordination with UNHCR's Regional Bureaux, continuing the country-by-country desk review of education services based on standards and indicators. Technical missions will be undertaken to those countries with significant gaps and bridging funds will be allocated for specific activities aimed at increasing enrolment and retention, as well as addressing gaps in gender parity.
- Increasing sustainable education services for refugees, displaced persons and returnees by involving the host governments and the refugee communities. UNHCR will support the establishment of education committees, led by local education authorities, with the participation of people of concern, partners and sister agencies, to standardize education curricula, teacher training, incentives, certification, safe school environments and monitoring of services.
- Completing a standard refugee teachers training manual integrating issues such as gender equality and prevention of sexual and gender-based violence, ethics in the classroom, prevention of HIV/AIDS and human rights. The manual will be pilot-tested in selected locations in collaboration with partners, host governments and UN agencies.



Myanmar: Education is one of the most powerful tools to achieve the Millenium Development Goal of empowering women. Here, Rohingya returnees receive basic Myanmar language training at Buthidaung Township. *UNHCR / C. Schwetz*

- Building mechanisms to support operational partners to increase skills training and opportunities for young people to access secondary school and distance learning.
- Supporting some 1,000 refugee students to attend tertiary education and 130 refugee girls in three countries to complete secondary education.
- Implementing the recommendations from the 2005 joint Norwegian Refugee Council/UNHCR evaluation of education expert deployments and explore collaboration with the UN Volunteers to augment human resource capacity in education.
- Strengthening private and public fund raising efforts with the UN and international non-

governmental partners to improve the delivery of services in education (*Agenda for Protection Goal 3*). To this end, UNHCR will undertake discussions with UNICEF, UNESCO and ILO and key international non-governmental partners who have amassed considerable expertise in the area of education and participate in relevant bodies such as the Inter-Agency Network for Education in Emergencies.

In 2006, UNHCR will continue to implement its policy on the **environment** in refugee and returnee operations. Capitalizing on the progress made on environmental management, UNHCR will further pursue its environment-related objectives, including the integration of environmental considerations in all its operations and the adoption and promotion of best environmental management practices in all phases of refugee-related activities. As environmental degradation has the most visible and potentially long-lasting physical impact on refugee-related operations, UNHCR will ensure a timely, appropriate and well-coordinated

response to mitigate the effects on the environment of the presence of large numbers of people competing for scarce environmental resources. In this way, as an environmentally-responsible UN organization, UNHCR will contribute to the prevention of environmental degradation and at the same time ensure the continued willingness of host governments to allow refugees onto their territory.

UNHCR's environmental strategies to pursue the above objectives in 2006 are to:

- Ensure that operational planning instruments reflect environmental concerns and measures to protect the environment;
- Disseminate environmental assessment, monitoring and evaluation tools in refugee operations and develop action plans for country programmes;
- Support field offices by providing technical advice and guidance on environmental management issues;



Chad: From the outset of a refugee influx, UNHCR tries to minimize the potentially damaging impact of large gatherings of people on already fragile environments. *UNHCR / H. Caux*

- Provide technical support and demonstration projects dealing with natural resource management to promote UNHCR's policies and guidelines in a broad range of sectors in field operations;
- Disseminate the revised UNHCR environmental guidelines and handbooks on forestry, live-stock and sustainable agriculture in refugee and returnee situations;
- Facilitate rehabilitation initiatives and develop exit strategies in refugee and returnee areas, in collaboration with relevant governments, UN agencies, and NGOs in selected countries;
- Provide training appropriate to the needs of specific users at regional and national levels;
- Promote proven practices but also test new technology in field operations as and when appropriate;
- Implement comprehensive environmental education and awareness-raising programmes;
- Establish partnerships and coordinate with other competent partners on various environmental initiatives.

In 2006, **health-related projects** will aim to strengthen UNHCR's planning, coordination, monitoring and evaluation to ensure that minimum UNHCR and international standards are met. The programme planning and coordination will address three UN Millennium Development Goals: combat HIV/AIDS, malaria and other diseases; improve maternal health; and reduce child mortality.

Functioning health systems are essential for the successful implementation of HIV and SGBV programmes and other policy priorities for UNHCR. Programmes to address mother and child health and reproductive health, are also crucial for the protection of refugee women and children.

Malaria remains the most devastating single cause of illness and death in many refugee settings. UNHCR will continue to update its programmes as per its multi-year strategic plan to keep abreast of new developments in malaria control.

The training and capacity building of health workers for safe motherhood and integrated management of childhood illness will continue to be realized in targeted countries. A standardized

health information system will be set up to strengthen UNHCR's programme monitoring capacity, to provide reliable data for the UNHCR Standards and Indicators project, and to report progress towards the UN Millennium Development Goals. UNHCR has spearheaded an innovative project on Inter-agency Health Evaluations in Humanitarian Crises. In 2006, UNHCR will continue to participate in these sector-wide evaluations.



UNHCR continues to implement its **HIV/AIDS** and Refugees Strategic Plan for 2005-2007. With its particular focus as an agency within UNAIDS for conflict-affected populations and the release of the Antiretroviral therapy (ART) policy for refugees and returnees, together with the UNHCR and UNAIDS best practice document entitled *Strategies to support the HIV-related needs of refugees and host populations*, UNHCR will pursue efforts to fight the spread of HIV and AIDS among conflict-affected and displaced populations.

UNHCR is the tenth co-sponsor of UNAIDS. For the first time, refugees and internally displaced people have been included in the UNAIDS Unified Budget Work Plan (UBW) for 2006-07. Refugees and internally displaced people are also now included in the global initiatives such as the Global Task Team on Improving AIDS Coordination among Multilateral Institutions and International Donors, the UNAIDS Policy Position Paper on Intensifying HIV Prevention, and the Global Initiative on Prevention Education. UNHCR will continue to advocate for HIV policies and interventions to ensure that conflict-affected populations benefit during implementation in 2006.

Ground-breaking research that revealed that HIV is often less prevalent among refugees than in surrounding populations will continue in 2006. The finding deflates the argument, underlying widespread prejudice, that refugees aggravate the AIDS epidemic in their host countries. As providing international protection to refugees is inextricably linked to providing care and treatment to persons living with HIV/AIDS, HIV/AIDS training modules will be integrated into the existing modules for protection, resettlement, programme and

field officers. Work with resettlement countries will continue to ensure that voluntary testing and counselling conducted in the context of resettlement are compliant with international standards and practices. HIV/AIDS prevention will also be integrated into all voluntary repatriation programmes, beginning in the country of asylum and continuing through return, rehabilitation and reintegration programmes in the country of origin.

In 2006, UNHCR will promote regional and subregional HIV integrated initiatives following a 2005 Memorandum of Understanding signed between The Great Lakes Initiative on AIDS and UNHCR (a six-country cross-border HIV initiative funded by the World Bank). Other subregional HIV initiatives, such as the Oubangui-Chiari and the Mano River Union AIDS initiatives, will need financial and technical support. UNHCR will expand its voluntary HIV counselling and testing programmes in Asia and Eastern Europe, and especially in remote and isolated refugee locations.

At the country level, the UN Theme Groups on HIV have started to include refugees into host countries' strategic plans on HIV and relevant proposals to major donors. Some host countries (Liberia, Sierra Leone) have for the first time included refugees in their national strategic plans and sustained efforts will be made to achieve the same in other host countries.

UNHCR will continue to develop prevention strategies, particularly programmes targeting refugee women and youth. Communication materials aimed at catalyzing behavioural change, such as videos on refugees living with HIV and AIDS and a cartoon booklet will be produced in consultation with refugee communities in appropriate languages and disseminated. Partnerships will be strengthened at the country level with UNFPA and UNICEF for condom promotion, post-exposure prophylaxis and education programmes. As the organization begins to take on a greater role in protection, shelter, and camp management and



Myanmar: One of UNHCR's partners is making a demonstration on HIV transmission methods to trainee community education volunteers, many of whom are returnees. *UNHCR / C. Schwetz*

coordination for IDPs in 2006, HIV interventions for internally displaced people will also become prominent.

UNHCR will continue to work with the UNAIDS Secretariat and the co-sponsors. Joint work plans include ART guidelines for conflict-affected populations (undertaken with WHO), HIV and nutrition/food strategy implementation (with WFP and UNICEF), care for survivors of rape including post-exposure prophylaxis (with UNFPA), the Great Lakes Initiative on AIDS (with the World Bank), the Global Initiative on Prevention Education (with UNESCO), and HIV in the workplace (with ILO).

In 2006, the Office will continue training of staff under the *UNHCR Cares* programme to examine their own attitudes towards HIV/AIDS, and to be aware of benefits of health insurance plans including ART access. HIV/AIDS competency training for UNHCR staff in operations such as Sudan, as well as workshops aimed at developing HIV/AIDS workplace policies for UNHCR's implementing partners, will also be carried out.

The right to adequate **nutrition** is intimately related to pregnancy, child growth and the ability to survive HIV/AIDS. Malnutrition is responsible directly or indirectly for about 60 per cent of child mortality.

In 2006, the nutrition project aims, through continued collaboration with WFP, to develop holistic and sustainable strategies to treat and prevent high malnutrition, including micronutrient deficiencies such as anaemia in young women and children. More specifically, UNHCR will seek to do the following:

- Reinforce international nutrition policies in all refugee operations, standardize nutrition programme activities, including the provision of adequate nutritional support to pregnant and lactating women, and improve infant feeding practices.
- Improve capacity building at the country level through training, enhancing regional capacity in joint assessments and support in the area of nutrition and HIV/AIDS prevention.

- Strengthen nutrition information through careful surveys and reporting, while evaluating the effectiveness of the current nutrition programmes to prevent and treat malnutrition.

Other activities

Promotion of refugee law and advocacy:

UNHCR will continue to support regional and subregional refugee law activities led by universities and other institutions such as those in San Remo, Strasbourg, Calcutta and Bangalore. In 2005, UNHCR piloted two refugee law courses: a general course for francophone countries in Africa in cooperation with the UNESCO Chair on Human Rights in Benin and an advanced course on refugee protection and human rights with the support of the International Institute of Humanitarian Law in San Remo. These two courses will be refined in 2006.

In 2006, UNHCR will map the promotion activities undertaken at the field level by UNHCR and academic institutions and identify gaps, so as to improve the global strategy on the promotion of refugee law and protection advocacy and use its resources more effectively. Reference materials will be made available to all UNHCR offices and partners. The Department of International Protection Services (DIPS) will regularly publish material reflecting protection policy trends for distribution among field colleagues and UNHCR partners. DIPS will support the Oxford University Press with their publication of the *Journal of Refugee Studies* and the *International Journal of Refugee Law*.

Resettlement projects: UNHCR will make a special effort to ensure sufficient human resources are available to effectively address the needs of the global resettlement programme, partly through seeking to increase resettlement positions in the Field, and by obtaining additional funding for resettlement activities. UNHCR will consolidate the process of delegating to the Field direct submission of cases to resettlement countries. In addition, support to field operations will be offered through the deployment of resettlement staff under the UNHCR/International Catholic Migration Commission (ICMC) deployment

scheme to increase the Office's capacity to process resettlement cases.

The work of the regional resettlement hubs in Africa has proved to be effective. UNHCR will continue to expand the capacity of the hubs and will consider the establishment of similar structures in other regions of the world as part of the expansion of resettlement activities.

A special project advances the promotion of resettlement, especially to emerging resettlement countries. Under this project, selection missions will be organized from those countries. The project will cover family reunion cases. The cost and arrangement of refugees' journeys will be organized by IOM (not the resettlement countries).

Finally, field missions between offices will be conducted in order to provide flexible, relevant and expedited support to specific resettlement projects. Resettlement workshops will be organized in order to harmonize application of resettlement criteria and procedures and improve the quality of resettlement submissions.

Other protection-related projects: With a view to globally enhancing the quality, consistency and efficiency of **refugee status determination** (RSD) processes, the RSD Project will continue to assist UNHCR field offices by deploying expert consultants to respond to the exceptional needs and challenges which arise in RSD. As in the past, RSD Project deployments will also provide technical assistance to capacity-building activities. In 2006, the strategic partnership with the International Association of Refugee Law Judges (IARLJ) will be strengthened to stimulate the transfer of RSD expertise to countries with developing asylum systems (especially in Africa, the CIS and Latin America).

As UNHCR field offices continue to implement the *Procedural Standards for Refugee Status Determination under UNHCR's mandate*, the RSD Project will carry out support missions to provide expert advice and assistance to offices in developing and delivering a focused and informed protection response. The Standards were elaborated to achieve greater harmonization among UNHCR RSD operations,

and to improve standards of due process, integrity and oversight.

At a policy level, the RSD Unit is finalizing the review started last year on the appropriateness of individual RSD to the protection strategy of selected operations and of possible alternative measures to provide international protection when RSD is not the appropriate response.

The **Legal and Policy Research Project** exists to commission research papers, guidelines and assessments which will provide a sound research base on refugee protection. UNHCR draws upon this research base as a matter of routine as it develops legal positions, formulates UNHCR guidelines and provides in-house legal and policy support to bureaux and the Field.

The main objective of the **Provision of Protection Information Project** is to make available comprehensive and objective information regarding refugee, asylum and human rights issues to UNHCR staff, governments, NGOs, international organizations, academics, members of the judiciary and those responsible for the design and/or execution of RSD procedures.

The *Refworld* collection of protection information, reaching some 3,000 subscribers, will be further expanded and improved in the coming year, aiming to improve the quality, quantity and accessibility of information on the UNHCR website and the DVD-version of *Refworld*, which was first launched in 2005.

The **Surge Protection Capacity Project** continues to be an effective and valued mechanism for response to urgent protection needs in the field. The main objective of the project is to develop and maintain a flexible and dependable staff deployment mechanism that provides speedy assistance to UNHCR offices in situations requiring temporary or additional protection capacity. Requests for deployments have increased.

Protection training programmes: In 2006, UNHCR will refine and consolidate existing learning tools and will also develop new ones that respond to emerging learning needs at four levels:

The computer-based Protection Induction Programme developed in 2005 will become a mandatory introduction to UNHCR's mandate for all staff. UNHCR partners will also benefit from this programme, which will be made available in five languages. In 2006, a new user-friendly website will contain, *inter alia*, training tools for immediate use by colleagues in the Field.

At the intermediate level, the Protection Learning Programme (PLP) will remain a core learning programme. UNHCR staff as well as partners will benefit from a revised programme in 2006 that takes into account a 2004/2005 evaluation of the earlier programme. By the end of 2006 approximately 900 colleagues and partners will have completed, or will be undertaking, the PLP. Operational and implementing partners will also benefit from the Protection Learning Programme. This will contribute to developing a common vision and protection strategy among UNHCR colleagues and partners.

At the advanced level, UNHCR will continue to offer training programmes on refugee status determination as well as resettlement. Regional workshops on exclusion and cancellation of refugee status will be conducted, developed at the specific request of field offices and the Bureaux, which aim to give staff the expertise to deal with these issues and ensure a consistent approach in UNHCR's operations. Furthermore, UNHCR will develop new programmes that address such issues as internal displacement, repatriation and returnee monitoring to complement the two existing Thematic Protection Learning Programmes for senior staff and partners on broader migration movements and armed conflict.

Finally, with a view to enhancing the capacity of senior managers to design, implement and manage protection-based operations, UNHCR will continue to hold protection management workshops in 2006 in co-operation with regional Bureaux. A total of three regional workshops in three different regions are projected for the year. In order to meet challenges in the delivery of protection in the field, UNHCR is exploring innovative and operational learning methodologies that provide staff and partners with practical support in addressing specific protection problems.

Voluntary repatriation of individual refugees:

While most organized voluntary repatriation operations will be funded under country or regional programmes, there are a number of individual refugees who will need to be assisted separately (in countries where they have no access to these programmes). This project is thus intended to facilitate transportation in such cases.

Registration: In 2006, the modernization of UNHCR's registration and documentation system will continue to be an organizational priority. Under **Project Profile**, field training and implementation of new registration standards and tools will be undertaken. The year 2006 will also mark a transition phase where support to UNHCR offices requiring additional assistance in maintaining high quality registration procedures and data, and making use of the data for programme planning will be mainstreamed and handed over to the Population and Geographic Data Section (PGDS) within the Division of Operational Support (DOS) and to the Division of Information Systems and Telecommunications (DIST).

Project Profile teams will continue field missions to additional sites and regional training workshops will be undertaken by headquarters and field-based senior registration officers and DIST. The teams will address the functional aspects of registration, i.e. office procedures, the planning of activities in support of voluntary repatriation and resettlement, and the technical aspects of using new systems and tools. They will assist the gradual deployment of version 2 of the *proGres* registration database application which will include biometrics functionality and will require the development of additional standard procedures and policies for its use. Particular attention will be paid to the selective deployment of the new registration system to be used jointly with partners. These capacity-building activities will be undertaken for those host governments preparing to undertake, or already undertaking registration activities.

Registration staff will also focus on improvements to the quality and availability of documentation given to refugees and others of concern. The individual protection and assistance needs of refugee women and children will be identified through thorough individual registration activities.

Public information, private sector and public affairs projects: Global programmes in this area include activities and projects designed to raise public awareness on refugee issues. These activities are built on four main pillars: World Refugee Day; the Goodwill Ambassador Programme; the Nansen Refugee Award, given to a person or organization that has rendered exceptional service to the refugee cause; and *Reach Out to the Youth*, a programme designed to sensitize young audiences on refugee issues through cooperation with schools and youth associations and the dissemination of educational materials. The *Young African Refugees: Building the Future* kit will be offered to English speaking countries in Europe, North America and Asia. Other educational materials and youth publications will be updated, reprinted, and adapted for distribution in an interactive format, on DVD and via the internet.

As UNHCR has at its disposal relatively limited funds with which to try to accelerate the diversification of its funding base, it has established programmes which focus on fund raising in a limited number of countries. The work is carried out with and in support of national associations and branch offices. Marketing materials, such as press releases and TV spots, will be developed for use in fund raising appeals for emergencies, and the coordination of activities between the national associations and Headquarters, in order to further improve the monitoring and evaluation of the annual private sector strategic plan and private sector fund raising methodology.

The activities of UNHCR's Library and Visitor's Centre are an integral component of the Global programmes.

Linking humanitarian assistance to longer-term development: Efforts to make the *Framework for Durable Solutions* operational will continue in 2006 to better equip UNHCR field offices with the appropriate tools and skills to ensure smooth transition from humanitarian assistance to long-term development.

The *Framework for Durable Solutions* is a key building block in support of the *Agenda for Protection* and the Convention Plus initiative and consists of three sub-elements: Development Assistance for Refugees (DAR); Repatriation, Reintegration,

Rehabilitation and Reconstruction ("4Rs"); and Development through Local Integration (DLI). The aim is to share burdens and responsibilities more equitably, build capacity to receive and protect refugees, and redouble the search for durable solutions by providing development assistance to refugee and returnee hosting areas.

Lessons have been gathered from countries where DAR/DLI and the "4Rs" were successfully piloted. A review of the "4Rs" process was conducted in 2005 with support from the UNDP Bureau for Crisis Prevention and Recovery and the UNHCR Core Group for Durable Solutions. Furthermore, an evaluation of the Zambia Initiative programme was initiated in late 2005 to document good practices and lessons learned in DAR/DLI. In 2006, efforts will be made to further expand good practices in linking humanitarian assistance to longer-term development, mainly through dissemination of information on the provision of training and through the Knowledge Network on Durable Solutions (a web-portal on durable solutions for displacement has been created to facilitate information flow). Support will be provided to countries in consolidating outcomes where the DAR/DLI and the "4Rs" programmes have been launched. Tools and operational guidelines have been developed to operationalize the *Framework for Durable Solutions*, and to provide training.

In addition to Afghanistan, Eritrea, Sierra Leone and Sri Lanka, where the "4Rs" approach has been piloted, new countries including Angola, Burundi, the Democratic Republic of the Congo, Liberia, Rwanda and Sudan will be supported. In these repatriation operations any vital unforeseen or newly emerging operational needs will be addressed by the project known as Support to 4Rs Programmes and Programming Approach. The project is intended to ensure the linkages between all four processes, with the overarching aims of poverty reduction and the creation of good local governance.

The projects linking humanitarian assistance to longer-term development require strong institutional cooperation and commitment. In this regard, UNHCR will consolidate partnerships initiated at the headquarters and field levels with development partners including FAO, *Deutsche*

Gesellschaft für Technische Zusammenarbeit (GTZ), ILO, Japan International Cooperation Agency (JICA), UNDP, and UNICEF. Furthermore, UNHCR will foster new partnerships with development NGOs and bilateral development agencies. UNHCR's role in these endeavours is essentially catalytic and one of advocacy: developing refugee-hosting areas in countries hosting large populations of refugees, and seeking increased donor support to empower refugees.

Programme support activities

The primary objective of programme support activities is the development, delivery and evaluation of an organization's programmes. This will also include the costs of units or staff that provide support to programmes in the field on a technical, thematic, geographic, logistical or administrative basis. The Emergency and Security Service (ESS) is one example of a unit that is involved in field-oriented activities and support to them. Activities related to the development of information systems in the field are also included in this category.

Executive Direction and Management

Emergency and security management: Following the Tsunami emergency response, an internal review highlighted the need to strengthen UNHCR's emergency response capacity. Given the magnitude of more recent emergencies, the Office will strengthen its emergency preparedness by increasing the number of standby staff and by strengthening the Central Emergency Stockpile in Copenhagen, Dubai and other locations (containing blankets, plastic sheeting, jerry cans, cooking stoves, kitchen sets, lightweight shelters, vehicles, trucks and prefabricated warehouses) to meet the initial needs of up to 500,000 people. The improved emergency preparedness and response capacity will also include telecommunications and IT package solutions for emergency teams and is scheduled to be in place by the end of 2006.

UNHCR will conduct six sessions of adapted situational emergency training for UNHCR and its partners in countries and regions

of concern in order to support regional emergency preparedness capacity. The Emergency Preparedness and Response Section (EPRS) will establish three emergency response team (ERT) rosters, and hold training workshops for emergency managers for people on the rosters, including 90 UNHCR staff and some 30 staff of partners and other UN agencies. The ERT, combined with the staff available for deployment within ESS, constitute the primary emergency response mechanism in the organization. To strengthen the quality of leadership in humanitarian operations, support stronger coordination between agencies, and foster the development of best practice in emergency leadership and management, two sessions of the new inter-agency Emergency Team Leader Training Programme will be conducted in 2006 in close collaboration with the Inter-Agency Standing Committee.

With the introduction of the *Action Alert* system in 2005, UNHCR strengthened its early analytical capacity, information management and early warning mechanism. In 2006, UNHCR will introduce system changes that will provide a more differentiated analysis.

ESS will continue its close collaboration with the eCentre in Japan, which has developed into a significant training institution in emergency management and security training in Asia. For 2006, ESS and JICA will support the eCentre to hold four security training workshops, three emergency-related workshops and a workshop on management of transition between emergency and development.

As a humanitarian organization with primary responsibility for the protection of refugees and other persons of concern, UNHCR is committed to improving safety and security for its staff and to mitigating the security risks attendant upon the services they render. To achieve the overarching goal of attaining a safe and secure environment for its staff, UNHCR conducted a review of its security policy in 2004 and began to implement the resulting work plan in 2005. The work plan covers six thematic areas: 1) organization structure and resources; 2) human resource management and staff welfare; 3) policy, strategy and operational guidance; 4) training and capacity building; 5) strengthening operations; and 6) external partnership.

In view of the positive progress made in the first year of implementation, ESS and more specifically the Field Safety Section (FSS) will pursue the overall goal of mainstreaming security into every facet of UNHCR's work. Security and safety must become everyone's business and responsibility, managers and staff alike. To this end, the Emergency and Security Service will continue to pursue the following objectives in 2006:

- Raise security management to levels similar to protection or gender issues within UNHCR, recognizing it as a fundamental element underpinning all operations;
- Advocate a comprehensive approach which considers the security implications in all aspects of UNHCR operations planning, and from the earliest stages;
- Promote continuous re-evaluation and adjustment of operations in the light of changing security environments; and
- Encourage managers and staff to balance humanitarian objectives and essential security in their planning of activities.

In support of the objectives above, ESS piloted the Security Management Learning Programme (SMLP) in 2005, a learning programme consisting of a distance learning module and workshop, designed to improve the ability of UNHCR managers in high-risk duty stations to handle complex staff security issues and manage risk. In 2006, ESS intends to continue with three further sessions of SMLP. ESS also plans to hold two Advanced Risk Management training sessions for Field Safety Advisers.

Emergency-related projects: ESS will also continue to pursue strong relationships with the United Nations Department for Safety and Security (UNDSS) to ensure that the needs of humanitarian agencies in general, and UNHCR's mandate and operations in particular, are addressed in new policies and guidance formulated by the Department.

In close collaboration with DIPS, DOS and the Bureaux, ESS is the focal point and main advisor on policy, strategy and any general questions relating to the physical protection and security of refugees and others of concern to the Office. The importance of a comprehensive approach to enhancing refugee security has been recognized.

Such an approach will involve various stakeholders, including national and international security forces (police and military). In this context, ESS urges States to meet their primary responsibilities, and if necessary helps them to do so. UNHCR will continue to explore its cooperation with the UN Department of Peacekeeping Operations (DPKO) especially within integrated missions. Efforts to strengthen national capacity to manage refugee and returnee-related security issues, as presented in UNHCR's *Agenda for Protection (Goals 3 and 4)*, will also include advocacy and specific programme activities in the areas of mine action, small arms and light weapons, and interaction with the military (so that military forces maintain respect for humanitarian principles).

Global programmes carried out by the **Division of Information Systems and Telecommunications (DIST)** relate mainly to the progressively launch of the **Management Systems Renewal Project (MSRP)** and other activities relating to the information technology support to the Field. The successful 2005 MSRP roll-out in Europe shows that this approach can reduce the risk of organizational overstretch inherent in a simultaneous global deployment. With the phased implementation of staff and site preparation, training, and ongoing support, DIST will continue to maintain a stable operational environment for the Finance and Supply Chain system during field roll-out.

MSRP roll-out plans for 2006 have been established with the field offices and headquarters units of the CASWANAME, Americas, Asia and Africa Bureaux. Implementation in some locations in Africa and Asia is expected to be complex due to infrastructure issues. MSRP Finance and Supply Chain will be rolled out to the majority of UNHCR offices by the end of 2006, with the remainder in early 2007.

Meanwhile efforts at Headquarters will focus on the build phase of the MSRP Human Resources component. The HR Management module will be completed by the second quarter, with implementation at Headquarters to follow immediately thereafter. MSRP Global Payroll will begin implementation in the fourth quarter of 2006.

The operation of MSRP in 2006 will be hosted at the International Computing Centre (ICC) in Geneva. ICC has provided compelling financial and service-level guarantees to UNHCR which are expected to save the organization some USD 7.5 million over the next five years.

Intranet Services will complete the redesign of UNHCR's internal website (intranet), "UNHCR-Net". A Content Management System will be linked to UNHCR-Net, allowing intranet publication by offices away from Headquarters. This will lay the foundation for enhancing the organization's knowledge management capacity at Headquarters and in the Field, allowing the organization to capture, retain, organize and rank strategic knowledge assets of its staff. Other major initiatives will be the integration of the PeopleSoft "Portal" with UNHCR-Net, giving streamlined access to financial and human resources systems.

Field activities for 2006 will include the first round of upgrades to version 2 of the *proGres* Refugee Registration system, providing the option to deploy it to governments and implementing partners. Following the successful upgrade of the field computing infrastructure and the conversion from DAMA to PAMA satellite communications in 2005, a global Wide Area Network (WAN) will be launched to enhance satellite connectivity in smaller offices to support e-mail, UNHCR-Net, MSRP and *proGres*. A series of Information and Communications Technology (ICT) workshops will be held in the Field to ensure that local and regional ICT staff are updated with the evolving technology and are given a forum to provide feedback to the DIST management.

Division of Operational Support

In 2006, UNHCR will strengthen results-based management through improvements to UNHCR's **Operations Management System (OMS)** (*Global Strategic Objective 9.1*). The Programme Coordination and Operational Support Section (PCOS) will continue providing comprehensive management support to UNHCR operations worldwide. PCOS will also continue developing management systems based on assessment of needs against

established standards and indicators to improve the delivery of protection and assistance to refugees.

In 2006, PCOS will undertake the following activities:

- Deliver the Operational Management Learning Programme (OMLP) through training sessions to upgrade the knowledge and skills of staff who manage protection and assistance activities.
- Offer Basic Programme Management Training (BPMT) to provide staff with basic skills and knowledge in programme management.
- Field testing of the second edition of the *Practical Guide for the Systematic Use of Standards and Indicators in UNHCR Operations*.
- Conduct surveys on the use of application of the Standards and Indicators as a tool to measure achievement of the UN Millennium Development Goals.
- Further develop the comprehensive needs assessment mechanism with the help of the Standards and Indicators Reports as the first building block towards introducing results-based management in programme planning and resource allocation.
- Make "gaps analysis" a prominent feature of results-based management. Mechanisms will be developed to enable evidence - based assessments and the prioritization of programmes by analyzing existing gaps in relation to agreed global standards.
- Develop tools for data management and analysis to enable effective prioritization.

Division of Human Resource Management (DHRM)

Training of UNHCR Staff: The delivery of core and generic learning programmes aimed at improving functional skills will continue. In particular, the Staff Development Section (SDS) of the Division of Human Resources Management will focus on strengthening UNHCR's management culture through the Management Learning Programme (MLP), which in 2006 will be expanded to provide a wider and more flexible range of learning opportunities for all levels of managers.

Both current and aspiring managers will benefit from either a comprehensive diploma programme or a number of just-in-time learning modules. New advanced learning packages are being developed on topics such as negotiation skills and accountability. SDS will contribute its expertise on leadership development in meeting the needs of women as managers. Efforts will be made to establish linkages between learning, performance and career development. Further to preparatory work undertaken in 2005, RBM will be applied in selected training activities in 2006.

Training-related projects: UNHCR will continue to work on strengthening its learning culture by increasing staff familiarity with the Learning Policy and Guidelines and their application. Through the use of varied media, it intends to generate greater support for learning and development among staff and senior management. The professionalization of the staff development function will remain a strategic priority, involving enhancement of the capacity of relevant staff and training providers.

The implementation of the various components of the staff assessment framework will be prioritized - through progress from the pilot phase to the roll-out of the entry test for applicants for jobs at UNHCR and the 360-degree feedback system to identify development needs of senior staff. Additionally, a detailed project plan for the management assessment centre will be finalized for use in mobilizing the required resources for its implementation.

Special staff costs including voluntary separation

As part of the organization's strategic human resources management needs, UNHCR will continue to offer voluntary separation opportunities and early retirement to create space for renewal and mobility. The availability of these packages will reflect current staffing priorities, as defined during consultations between DHRM and the Executive Office.

GLOBAL PROGRAMMES BUDGET (USD)	
ACTIVITIES	Annual programme budget
POLICY PRIORITIES	
Refugee Women	396,000
Refugee Children and Adolescents	602,999
The Environment	666,000
Health-Related Projects (HIV/AIDS)	1,170,000
Emergency-Related Projects ⁽¹⁾	5,886,852
Sub-total Policy Priorities	8,721,851
OTHER ACTIVITIES	
Promotion of Refugee Law and Advocacy	331,200
Resettlement Projects	2,196,000
Protection-Related Projects/Voluntary Repatriation ⁽²⁾	3,084,601
Research/Evaluation and Documentation	258,750
Registration/Project Profile ⁽³⁾	1,147,500
Public Information/Media Projects/Private Sector Fund Raising ⁽⁴⁾	6,526,520
Training-Related Projects	223,000
Linking Humanitarian Assistance to Longer-term Development	460,665
Miscellaneous ⁽⁵⁾	3,316,536
Sub-total Other Activities	17,544,772
PROGRAMME SUPPORT ACTIVITIES	
Executive Direction and Management	
– Emergency and Security Service ⁽⁶⁾	14,025,473
Department of International Protection	
– Resettlement Field Support	155,000
Division of Information Systems and Technology	
– Business Solution Service and Management System Renewal Project ⁽⁷⁾	26,597,712
– Information Technology - Field Support ⁽⁸⁾	3,176,296
Division of Human Resource Management	
– Training of UNHCR staff	3,350,000
– Special Staff Costs including Voluntary Separation	8,500,000
Sub-total	55,804,481
GRAND TOTAL	82,071,104

(1) Includes Emergency and security management and support (USD 700,000), Rapid emergency preparedness and response (USD 1,206,150), e-Centre for Asia and Pacific (USD 500,702), Stockpiling, warehousing and deployment of emergency equipment (USD 3,480,000).

(2) Includes refugee status determination (USD 562,595), legal and policy research project (USD 315,000), information (USD 169,740), Voluntary repatriation of individual refugees (USD 40,500), and Surge Protection Capacity Project (USD 1,996,766).

(3) Includes consultancies for evaluations of UNHCR's field operations, as well as provision of expertise on policy analysis.

(4) Includes Public affairs activities (USD 454,500), Public information activities (USD 758,863), Private sector fund-raising (USD 4,718,257), Visibility and promotional items supply (USD 95,400), Library and visitors centre (USD 207,000) and the *State of the World's Refugees* (USD 292,500)

(5) Includes non-refugee legal matters (USD 25,000), NGO liaison and support for effective cooperation (USD 189,000), Nansen Refugee Award (USD 54,000), strengthening field capacity in community development (USD 1,778,536), Standards and Indicators Mainstreaming (USD 720,000), Implementation of a UNHCR Assessment Framework (USD 350,000) and Costs of insurance and inspection of goods (USD 200,000).

(6) Includes costs for maintaining Minimum Operating Security Standards and funds for unforeseen security needs (USD 1,510,000), cost-sharing of DSS's annual operations in the field and Malicious Acts insurance policy (USD 6,242,300) and other security and related costs.

(7) Includes field upgrades, technical infrastructure, finance supply chain, human resources, Business Solutions Service and MSRP Support for the Field and HQ.

(8) Includes information technology services for field operations such as telecommunications, user services, application development, etc.