

Global programmes

In addition to its country operations, UNHCR undertakes a broad range of programmes and activities designed to support field operations. These programmes and activities are mostly implemented in the field, but budgeted for and managed at Headquarters. They are divided into three categories: projects related to policy priorities; other activities; and programme support activities.

Policy priorities

Refugee women

In 2006, UNHCR continued to foster partnership on Security Council Resolution 1325 (2002) on Women, Peace and Security. In Sri Lanka, the Office undertook training activities for government staff to help build the knowledge and skills of refugee and returnee women. As a result of these efforts, a bill presented to the Sri Lankan parliament on implementation of Resolution 1325 was under consideration at the end of the year. A women's centre was established in Angola, and an impact study of a joint ILO-UNHCR women's empowerment project took place. The study concluded that there was a need for UNHCR to focus on building the capacity of the community and on strengthening its links with development actors. In Senegal, a project was implemented in a reception centre for urban refugees, focusing on women's empowerment and participation through skills training, with the aim of encouraging self-sufficiency and local integration. In Southern Africa, progress was made on the High Commissioner's five commitments to refugee women, with five out of eight operations conducting individual registration of all refugees and returnees, while four out of the seven refugee-hosting countries reported at least 40 percent female representation in refugee committees. In the last quarter of 2006, a media package was developed, with the International Women's Tribune Centre, by refugee, returnee and displaced women to establish advocacy and action on Resolution 1325 for a community-based radio station in Liberia.

Most country operations were unable to meet UNHCR's standards for sanitary materials for women and girls in 2006 due to budget cuts, poor prioritization and a lack of clarity on applying the standard. A guidance note was thus developed on the issuance of sanitary materials and has been integrated into the 2007 programming instructions. The note provides a specific budget code for sanitary materials which will enable actual

expenditure on this item to be tracked, making it easier to monitor.

Projects to address sexual and gender-based violence were undertaken in various regions. To build regional capacity in Latin America, UNHCR offices received training on prevention and response. Core resource materials, including a manual on ensuring gender sensitivity, were translated into Spanish. The office in Colombia was successful in holding multi-functional working group meetings composed of government and national NGO representatives to plan and improve services, policies and programmes for displaced women. UNHCR also provided training, focusing on the involvement of men and boys, for staff of UN agencies and NGOs working with refugees and internally displaced persons (IDPs) in Kenya and Uganda. In Kenya, refugees in Dadaab and Kakuma established groups of men to promote gender equality. In Rwanda, the Office provided support for training on sexual and gender-based violence to the refugee community, NGO workers and government counterparts.

A review of programmes for the prevention of and response to sexual and gender-based violence in Southern Africa was undertaken using a three-phased approach, of which two phases were implemented in 2006. The first phase was a country self-assessment, followed by a regional workshop that included training and a regional review of the self-assessments. The workshop combined the issues of sexual and gender-based violence and HIV and AIDS. The third phase, scheduled to be launched in 2007, will consist of a peer review in which country teams will visit neighbouring countries to provide peer support in increasing prevention and response capacity.

In 2006, UNHCR commemorated the "16 Days of Activism" campaign to end gender-based violence by carrying out awareness sessions at Headquarters. The sessions addressed the issues of HIV and AIDS, gender, and human rights with a particular focus on engaging men and boys in addressing sexual and gender-based violence. Members of the Executive Committee, some 250 UNHCR staff, and representatives from diplomatic missions and international NGOs attended the launch of the campaign by the High Commissioner. Targeted support was provided at the field level to country offices in Benin, Burkina Faso, Nepal, Niger, the United Republic of Tanzania and Togo to participate in the campaign in collaboration with refugees, governments, NGOs, women's organizations and other UN agencies. Awareness on this critical issue was raised substantially as a result.

Refugee children and adolescents

UNHCR undertook a number of projects in 2006 focusing on the specific needs of refugee children. Participatory assessments with refugee children about their perceptions and experiences of violence were carried out in Botswana, Malawi and Mozambique. These assessments provided useful baseline information and tools on both the protection of refugee children and the improvement of sexual and gender-based violence programmes.

In Ethiopia, the “Roots and Shoots” project put children in charge of environmental issues through “Roots and Shoots clubs”. Through this project, children became more aware of environmental issues, such as improved use of fuel, sanitation and health, protection of wild animals and caring for domestic animals. The project also helped them develop self-esteem and an awareness of gender equality, along with empathy and support for marginalized groups.

To address the recreational needs of children identified through participatory assessments, the Office supported a visit by Clowns without Borders to camps in Nepal and the construction of libraries for refugee children in the Syrian Arab Republic.

Save the Children Norway and Save the Children Sweden continued to collaborate with UNHCR in 2006 and deployed seven community services and seven child protection specialists to UNHCR’s operations. This enabled UNHCR to increase its capacity to implement a community-based approach, as well as to address specific needs, particularly those of unaccompanied and separated children.

Community services

The expansion of the Peace Education Programme was a focus for UNHCR in 2006, although budget cuts led to the early termination of contracts with peace education officers in the Field. Despite efforts encouraging country operations to implement the programme jointly with relevant government partners and UN agencies to ensure sustainability, only Liberia and Nigeria were able to establish partnerships with government partners. Nonetheless, peace education modules were integrated into the national education curriculum in the Democratic Republic of the Congo and peace education materials were disseminated in countries with potential conflict problems, such as Ethiopia, Guinea, Kenya, Liberia and Nigeria. Some support for training was also provided. Peace education materials were translated into French to support countries such as Burundi, Chad, and Rwanda.

The partnership with Save the Children Norway and Sweden for deployment of their staff as community

services and child protection officers was maintained in 2006. Two induction sessions were conducted for these staff to enable them to adapt easily to UNHCR field and emergency operations. In 2006, seven community services staff and seven child protection staff were deployed to UNHCR operations under the terms of this agreement. This has enabled a speedy response from the Office and increased capacity to adopt a community-based approach in operations, as well as to address the situation of groups with specific needs and the protection of children, particularly unaccompanied and separated girls and boys.

In 2006, technical support missions were fielded and/or technical guidance provided by Headquarters and regional staff to Egypt, Morocco, the Syrian Arab Republic, Lebanon and Timor-Leste. These missions have enabled the implementation of participatory assessments and a community-based approach in order to improve the protection of refugees and others of concern.

The environment

In 2006, UNHCR continued to implement its environmental policy in accordance with the four principles outlined in the 2005 revision of the UNHCR *Environmental Guidelines*: prevention, integration, cost-effectiveness and community participation. This is in line with the Office’s broader objective of defending the institution of asylum, as excessive damage to the environment or the depletion of resources can affect host countries’ decision to provide asylum to refugees.

UNHCR focused on providing technical guidance to field operations in Africa and Asia, carrying out rapid environmental assessments and developing community environmental action plans at camp and village levels, in the East and Horn of Africa.

The Office raised in raising environmental awareness in Africa, and designed educational materials for schools, teachers and ecological clubs to ensure that refugees and returnees were better informed on the management of natural resources. On World Environment Day, the Office, in collaboration with UNEP and UNESCO, distributed information packages to field offices throughout the world.

In the United Republic of Tanzania and Ethiopia, environmentally friendly agro-forestry techniques helped reverse degradation and allowed refugees to engage in agricultural activities. Moreover, some 200 refugees were trained in sustainable small-scale agriculture, providing them with income-generation opportunities. In cooperation with the Burundi returnee housing programme, 50 environment-friendly houses were constructed in Rwanda. The use of mud bricks reduced the amount of wood used by 70 per cent.

The introduction of biofuel, ethanol, and solar cooking techniques, to over 1,000 households in Chad, Ethiopia and Nepal was one of the innovative elements of an integrated programme for environmental management, necessitated in part by a chronic shortage of firewood in refugee-hosting areas.

UNHCR continued to introduce environmental assessment, monitoring and evaluation tools in Uganda and Ethiopia, and implemented training and capacity-building programmes in six camps. Sixty staff from UNHCR, implementing partners and government counterparts, along with more than 200 refugees and local community members, received training on the practical use of the tools needed for data collection at the country level and development of UNHCR's country operation plans.

In collaboration with government agencies, line ministries, NGOs and other UN agencies, UNHCR designed and implemented environmental restoration programmes in Ethiopia, Liberia and Sudan. Through this process, the areas surrounding 34 former IDP camps in Liberia were cleaned up and rehabilitated.

Refugees, HIV and AIDS



In line with UNHCR's *Strategic Plan for Refugees, HIV and AIDS*, the Office aimed to combat HIV and AIDS among refugees, returnees and others of concern and ensured that the basic rights of those affected by HIV

are fully respected. Eight full-time staff members based in Africa, Asia and Headquarters provided technical support and guidance to field operations to establish integrated and comprehensive HIV and AIDS programmes.

To ensure a strengthened protection response, UNHCR released a *Note on HIV and AIDS and the Protection of Refugees, IDPs and Other Persons of Concern*, to inform staff and governments of recognized standards in the field of HIV and AIDS and the protection of people of concern to the Office, and on how to assist UNHCR in its protection interventions and advocacy efforts. Capacity building of UNHCR staff continued, with HIV training incorporated into many field-level protection workshops and strategic planning meetings. Regional HIV and AIDS coordinators participated in the strategic planning meetings on resettlement held in Nairobi, Accra and Bangkok, focusing on the challenges of protecting refugees from HIV-related discrimination and specific issues related to resettlement of refugees with HIV and AIDS.

UNHCR, together with UNFPA, expanded its support for the provision of post-exposure prophylaxis. Two regional training courses for Central and Southern Africa were organized for UNHCR's implementing partners to

improve the treatment of survivors of rape. Specific attention was paid to the medical examination, collection of forensic evidence, treatment and care, including treatment for sexually transmitted diseases and the prevention of HIV transmission.

UNHCR collaborated closely with UNAIDS, issuing a joint policy brief on HIV and refugees, focusing on actions required to address the effects of HIV on refugees and their surrounding communities. In 2006, significant efforts were made to ensure the inclusion of conflict-generated humanitarian emergencies in several high-level meetings such as the 2006 AIDS Review of the UN General Assembly and the UNAIDS Programme Coordinating Board (PCB). The 2006 General Assembly High Level Meeting on AIDS adopted a political declaration (see details in the *Providing International Protection* chapter). At the 19th PCB meeting in Lusaka, Zambia, UNHCR, the UNAIDS Secretariat and co-sponsors presented a paper on AIDS, and UNHCR made a presentation of its experience on HIV and AIDS intervention in the Democratic Republic of the Congo. The Board adopted a seven-point decision on AIDS, security and the humanitarian response. UNHCR also worked jointly with UNAIDS on education and vulnerable children.

UNHCR completed a behavioural surveillance study among refugees and surrounding host populations in Southern Sudan, Uganda and Zambia. HIV sentinel surveillance was undertaken in Ethiopia, Kenya and Uganda.

Additional earmarked contributions from multi-sectoral AIDS programmes allowed UNHCR to expand its programmes for universal access to HIV prevention, care and treatment for refugees and other people of concern. In-kind contributions allowed UNHCR to ensure the displaced in 25 operations in Africa and Asia had access to condoms.

Health

As part of its annual strategic plan, UNHCR supported its country programmes to address the Office's priorities in malaria, reproductive and child health. Malaria assessments were carried out jointly by UNHCR and Centres for Disease Control in the Horn of Africa, and control and treatment activities were strengthened. Introduction of artemisinin-based combination therapy and an increase in insecticide-treated nets were the main activities implemented by UNHCR, as part of its strategic plan for malaria control in targeted countries, in an effort to harmonize malaria protocols with national policies.

In 2006 the standardized Health Information System became operative in Ethiopia, Kenya and the United Republic of Tanzania, allowing rapid detection of and

response to health problems and epidemics, through the monitoring of trends and evaluation of the effectiveness and quality of interventions and service coverage.

Substantial progress was made in 2006 in the Asia region on the quality of health activities, especially in reproductive health and services to survivors of sexual and gender-based violence.

As part of the emergency preparedness and response capacity to potential health threats, the Office supported the preparation of contingency plans for a potential avian and human influenza pandemic. UNHCR, as part of the UN action plan, sought financial assistance for the most vulnerable countries. A test training session for essential health and non-health workers was organized in two Kenyan camps in collaboration with WHO, with actual training scheduled to be launched in selected UNHCR operations in 2007.

Nutrition

In 2006, UNHCR focused on preventing malnutrition and improving the nutritional status of the refugees and others of concern, particularly refugee women and children. To this end, it carried out assessment and analysis, ensured access to adequate food, including infant and young child feeding, adopted an integrated approach with public health and further strengthened the partnership with WFP and others.

Together, UNHCR and WFP took various strategic steps in 2006 to prevent malnutrition. These steps included nutritional reviews in Kenya and Ethiopia, which led to the development of a joint global nutritional strategy, with emphasis on the importance of understanding the causes of malnutrition and the development of integrated appropriate solutions. Accordingly, some UNHCR operations, including those in Bangladesh, Chad, Ethiopia and Tanzania developed plans of action with WFP.

Regular assessment and monitoring of the nutritional status indicated by acute malnutrition and anaemia helped inform decision-making in programming and implementation. Various nutritional surveys took place during 2006 in Bangladesh, Chad, Ethiopia, Kenya, eastern Sudan, Chad and Tanzania among others. Moreover, nutrition indicators were included in the health information system piloted in the Ethiopia, Kenya and Tanzania. Joint decisions regarding food assistance, related programme aspects and provision of non-food items were usually made through joint assessment missions and nutrition reviews by UNHCR and WFP. More than 20 joint assessment missions with WFP were conducted. However, concerns were raised over the reduction of food assistance, the limited inclusion of fortified food in the general food ration and related non-food assistance in some of these operations.

In order to improve nutrition monitoring and the quality of food assessments, UNHCR-WFP regional assessment training continued in 2006 in Geneva, with some 40 participants. To build technical capacity, the annual global meeting for all UNHCR health, nutrition and HIV and AIDS coordinators was held in Nairobi in October.

Steps were taken to further UNHCR's partnership with the Children's Rights Alliance International and the inter-agency infant feeding working group to improve practices in the area of infant and young child feeding, including those relating to HIV.

In collaboration with the HIV and AIDS Unit, two pilot projects integrating nutrition and HIV and AIDS were implemented in Uganda and Zambia with their respective Governments, UNICEF, WFP and NGOs.

UNHCR ensured that the technical integrity of its programmes was achieved through capacity-building, monitoring and updating policies and by participating in the Inter-Agency Standing Committee Nutrition Cluster, the UN Standing Committee on Nutrition and new initiatives, such as the Ending Child Hunger and Undernutrition Initiative.

More information on UNHCR's decisions on nutrition can be found in the Conference Room Paper on Nutrition (EC/57/SC./CRP.17) presented at the 36th Standing Committee meeting in 2006, available from UNHCR's website, www.unhcr.org.

Emergency-related projects

The project on emergency and security management and support covered externally commissioned early warning and preparedness information on countries and situations. The project provided analysis, updates and background information on critical situations.

In 2006, UNHCR organized three Workshops on Emergency Management in collaboration with the Governments of Sweden, Norway and Germany, with each having hosted one workshop. Due to austerity measures, however, only one situational emergency training course was held. The project also covered facilitation costs for the two security management learning programmes. This training was aimed at a number of selected managers in the field and enabled them to balance the requirements of assistance to people in need with security concerns for staff and partners. UNHCR also completed the third edition of the *Handbook for Emergencies*.

The immediate spending authority for emergency situations under the rapid emergency preparedness and response project enabled UNHCR to send emergency teams and to undertake essential initial preparedness and emergency response activities for a number of

interventions in 2006 including Kenya, Lebanon, Somalia and Timor-Leste. This project also enabled the Emergency and Security Service to carry out contingency planning exercises to prepare for possible emergency operations.

Under the emergency stockpile and warehousing of emergency stockpiles project, the Central Emergency Stockpile (CES) of relief and staff support items was significantly strengthened in 2006. In line with the plan of action to strengthen UNHCR's emergency response capacity, UNHCR increased its stockpile from 47 per cent to 65 per cent for an emergency of 500,000 beneficiaries. The stockpile consisted of blankets, newly developed lightweight shelters, plastic sheeting, plastic rolls, vehicles, trucks, emergency field office and travel kits, kitchen sets, prefabricated warehouses, jerry cans and various other relief and staff support items. The CES was established in two key strategic locations: Copenhagen and Dubai.

The Regional Centre for Emergency Training in International Humanitarian Response, also known as the eCentre, was established in 2000 in Tokyo, Japan, with the aim of improving emergency preparedness and response by strengthening the operational capacity of the staff of relevant government departments, NGOs and the UN agencies in the Asia-Pacific region. In 2006, the eCentre trained over 190 UNHCR, other UN, NGO and government partner staff in seven independently organized events, and over 100 more in collaborative events. It also supported training organized by UNHCR, the UN Peacekeeping Department, the United Nations University, JICA, Japanese Self Defence Forces, RedR Australia and the University of Hawaii.

Other activities

Internally displaced people – Global cluster

Please refer to the *Working with the internally displaced* chapter.

Promotion of refugee law and advocacy

UNHCR continued to promote the principles of international protection among external partners, such as government officials working on forced displacement issues and members of civil society, including refugee status adjudicators, academics and students. In 2006, UNHCR organized and participated in various refugee law courses, including four general international refugee law courses and one thematic course on refugee law and human rights in San Remo, in cooperation with the International Institute of

Humanitarian Law, for government officials and NGOs. The office also participated in refugee law courses in San José (for adjudicators in Latin America), Strasbourg (organized by the International Institute of Human Rights), The Hague (in the framework of the UNITAR Summer Course) and Cotonou (in the framework of the UNESCO Chair on Human Rights). UNHCR also gave various presentations on international refugee law to military officials in the San Remo military courses and to universities.

UNHCR collaborated with the Centre for Refugee Studies at the University of Oxford in exploring how the global capacity of academic, research and educational institutions in developing countries could be expanded with regard to forced migration issues.

UNHCR also continued to cooperate with the International Association of Refugee Law Judges (IARLJ), a unique association that brings together refugee law judges worldwide. In 2006, UNHCR assisted the IARLJ in the establishment of a regional chapter in Africa. UNHCR also sponsored the participation of eight judges to attend the seventh IARLJ world conference held in Mexico City and helped organize a two-day training seminar for new refugee law judges.

Resettlement projects

A primary objective for UNHCR in 2006 was to expand the use of resettlement as a protection tool and a durable solution. To increase the capacity of UNHCR's staff, training activities were undertaken throughout 2006 on identification and processing methodologies, quality assurance and compliance systems, and the anti-fraud plan of action. These training activities and consultations between Headquarters and the Field contributed to the development of standard operating procedures and tools to improve the identification of individuals at risk.

In 2006, UNHCR received special contributions from the United States, the United Kingdom, Australia and Norway to support critical resettlement staffing needs at regional and field levels. Of particular importance were funds to continue support of the UNHCR and the International Catholic Migration Commission deployment scheme, through which 69 staff were deployed to 33 country operations in 2006.

In preparation for the Annual Tripartite Consultations on Resettlement, UNHCR prepared a document outlining the global resettlement needs for 2007, including narratives by 100 country offices describing and quantifying potential resettlement candidates. The document served as the foundation for the Indications Conference, held in connection with the consultations, which brought UNHCR and resettlement countries

together in an effort to match the annual resettlement targets of these countries with UNHCR's projected global resettlement needs.

Please refer to the *Finding Durable Solutions* chapter for more information on resettlement activities in 2006.

Protection-related projects, including voluntary repatriation

The **Refugee Status Determination (RSD) Project** continued to enable UNHCR to provide operational support to field offices and governments worldwide through the deployment of experienced international consultants and qualified United Nations Volunteers (UNVs). The project aimed to improve the quality, fairness and integrity of UNHCR's mandated RSD procedures; achieve greater consistency in RSD procedures and decisions; assist governments in developing and strengthening national RSD procedures; boost the capacity of governments and UNHCR offices to reduce and avoid backlogs of claims pending interview and adjudication; and improve the overall efficiency of RSD procedures.

In 2006, some 25 international consultants and UNVs were deployed under the RSD Project to assist UNHCR field offices and governments in 12 country operations. RSD deployees assisted in case processing (over 1,100 cases were processed, totalling more than 1,300 people); provided support and expert advice in developing and implementing RSD procedures; and identified and responded to the specific training needs of RSD staff. The RSD Project facilitated the training of some 110 people, including UNHCR staff members, government officials and NGO partners on substantive and procedural RSD issues.

The **Surge Protection Capacity Project**, established jointly by UNHCR and the International Rescue Committee in 2001, continued to provide rapid deployment of experienced protection officers to field locations where sudden or temporary protection needs arose. In 2006, the project was expanded to address protection needs in IDP situations and support activities related to sexual and gender-based violence and UNHCR registration.

At the end of 2006, there were over 210 persons representing over 50 nationalities on the project's roster, including its two sub-rosters relating to gender and registration. Sixty-one individuals were deployed, including seven for IDP operations, totalling over 280 months worked in more than 30 field locations. Deployees often filled operational staffing gaps in areas such as border monitoring, registration, statelessness, prevention of and response to sexual and gender-based violence, detention monitoring, voluntary repatriation, local integration and reintegration.

The **Strengthening Protection Capacity Project (SPCP):**

In addition to the country-specific SPCP initiatives underway throughout 2006 (please refer to the *Providing international protection* chapter), the SPCP also contributed to office-wide initiatives in improving protection planning and making comprehensive approaches more systematic throughout UNHCR's operations. This included the publication of the *Protection Gaps: Framework for Analysis, Enhancing Protection of Refugees* and its distribution to all field offices and NGO partners. An inter-agency protection assessment framework was introduced specifically for IDP operations. In addition, the SPCP framework was used to design the results-based management planning software and revisions to the annual protection report to ensure that planning, assessment and reporting documents are streamlined and complementary. Moreover, work started within UNHCR on means to achieve more multi-sectoral, participatory and comprehensive approaches to protection in operations planning, review and management training.

Research, evaluation and documentation

Please see the relevant section in the *Headquarters* chapter.

Registration and Project Profile

In 2006, Project Profile continued its field roll-out and upgrades with the second version of the software. This latest version includes an option for use by partners, as well as the integration of biometrics technology with the *proGres* software. As stressed in a recent audit report on Project Profile carried out by the Office of Internal Oversight Services, in order for the new registration systems to remain relevant to the work of the Office, they must be versatile, adjusting to new requirements and situations. Thus, a number of enhancements for *proGres* are being considered and will be reviewed (notably the modules on protection and assistance, sexual and gender-based violence, and a web interface). These enhancements will be implemented over the next one to two years. Currently, *proGres* is used in 106 operational sites in over 47 countries.

Please see the relevant section in the *Providing international protection* chapter for details on registration activities.

Public information and private sector fundraising

The **Media Relations and Public Information Service (MRPIS)** anchors a global UNHCR information network that provides relevant, timely and accurate information to the international media and public in order to support

UNHCR's advocacy efforts on behalf of the world's refugees. This network helps mobilize public opinion as well as political and financial support for UNHCR. It comprises two components: field public information officers and the Headquarters-based MRPIS, which serves as a central news and editing desk that coordinates, collects, packages and disseminates daily information worldwide through several in-house and external communications channels.

In 2006, in addition to thousands of individual media interviews and over 100 organized press briefings in Geneva, the global public information network produced and disseminated more than 900 publications, press releases, UNHCR website reports, emergency updates, briefing items, photo packages and audio-visual materials. Globally, the number of UNHCR language websites reached 28 in 2006.

Despite a relative decline in major emergencies in 2006, UNHCR received substantial international media coverage during the year. A comparative global media review for the year, using the Factiva monitoring system of international media, showed a slight 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 16,746 stories in 2006, compared with 16,145 in 2005 and 12,632 in 2004 using the same search terms and languages.

In 2006, **Private Sector Fundraising (PSFR)** focused its investment on eight key countries: Australia, Canada, Germany, Greece, Italy, Japan, Spain and the United States. The objective was to build a sustainable and predictable source of flexible income for UNHCR's refugee programmes. Targeted investments were made through UNHCR's new Income Growth Fund (IGF), which was launched in full in 2006. The IGF required countries to submit quarterly proposals to PSFR for review and approval. Some USD 2,296,000 was invested through this mechanism in UNHCR national associations and branch offices. The main activities funded were recruitment and targeting of new monthly donors; direct mail and face-to-face donor acquisition; telemarketing upgrades, solicitations and conversions; online fund raising activities and donor development campaigns.

In 2006, PSFR continued to enlist global corporations' support for refugees by strengthening the Council of Business Leaders, and leveraging corporate fund raising initiatives, as well as broadening its foundation fund raising capacity by developing partnerships with large foundations, such as the Bill and Melinda Gates Foundation.

Training-related projects

Training of UNHCR staff on protection principles and procedures remained a central activity in 2006. UNHCR launched a mandatory computer-based *Protection Induction Programme*, which over 5,500 staff members had completed by the end of the year. This programme complemented UNHCR's *Protection Learning Programme* (PLP), which continued to be a core UNHCR learning activity. In 2006, the PLP focused on training multi-functional teams in selected sub-regions in Africa with the objective of increasing the protection impact on UNHCR operations. Since its launch in 2000, 627 staff members have completed the programme and 218 were working towards completion by the end of the year. The *Thematic Learning Programme* on broader migration movements was re-launched, incorporating recent policy and legal developments. The *RSD/Resettlement Learning Programme* was separated into two programmes: the revised *RSD Learning Programme* and the *Resettlement Learning Programme*. Nearly 70 UNHCR staff participated in one of the two programmes that were offered to them in North Africa, the Middle East and the Americas.

Education projects

A number of achievements in education were made in 2006. A regional workshop focusing on education and community-based approaches for UNHCR staff, implementing partners and education authorities, was organized in the Republic of the Congo and seven countries in the Great Lakes and Central Africa region. Regional and country plans of action were developed to increase school enrolment, retention rates and gender parity. In collaboration with the Inter-Agency Network for Education in Emergencies, Chronic Crises and Reconstruction, a regional workshop was conducted for Eastern Europe on minimum standards for education, to ensure a standardized approach to education and facilitate the planning of education activities.

Based on reports and participatory evaluations, an education strategy for 2007-2009 was developed, with special focus on safe learning environments and quality education to increase enrolment and retention rates. A round-table discussion was organized with donors, UN agencies and NGOs to review the strategy.

UNHCR conducted an in-depth follow-up to the standards and indicators on education to monitor progress and reassess priority countries for technical support. Progress was made in many countries, while new countries facing education challenges were identified.

Technical and financial support was provided to a number of priority countries with low enrolment rates or

low retention rates of girls. Missions were undertaken to the Central African Republic, the Democratic Republic of the Congo, the Republic of the Congo, Benin, Burkina Faso and Togo to follow up on education activities and capacity building. To increase education services for refugees, the establishment of national education committees was promoted in these countries. An inter-agency mission was undertaken together with *Deutsche Gesellschaft für Technische Zusammenarbeit* and the Japan International Cooperation Agency to Southern Sudan to review UNHCR's role in reintegration programmes related to education and to identify avenues for inter-agency collaboration.

A draft refugee teachers' training manual was completed in 2006. This manual includes modules on reproductive health, sexual and gender-based violence, HIV and AIDS, human rights, landmines and peace education.

Support was provided to the adolescents-at-risk project in West Africa and an assessment was undertaken in cooperation with ILO on the strategy developed to address protection risks linked to youth unemployment. In Chad, two vocational training centres were established in the two largest refugee camps. Financial support was provided to increase access to post-primary education in Ghana and Uganda and secondary education in the Central African Republic.

The Albert Einstein German Academic Refugee Initiative (DAFI) Scholarship Programme continued to offer opportunities to over 1,000 young adults in 37 countries to continue their education by accessing post-secondary institutions. To ensure the high quality of the programme and consistency of implementation, technical support and monitoring missions were undertaken to ten UNHCR operations.

During 2006, four education officers were seconded from the Norwegian Refugee Council (NRC) to UNHCR operations. In collaboration with NRC, UNHCR facilitated the training of NRC education officers on the stand-by roster in preparation for deployments.

UNHCR also focused on expanding the peace education programme, which provides training related to conflict minimization and prevention. Budget cuts led to the early termination of contracts with peace education officers in the field. However, it was possible to integrate UNHCR's peace education modules into the national education curriculum in the Democratic Republic of the Congo and materials were disseminated in countries with potential conflict problems, such as Ethiopia, Guinea, Kenya, Liberia, Mozambique and Nigeria. Peace education materials were also translated into French for country operations in Burundi, Chad, and Rwanda, and support for peace education training was also provided.

Linking humanitarian assistance to longer-term development

Please refer to the *Finding Durable Solutions* chapter.

Other programmes

Standards and indicators mainstreaming

Considerable progress was made in the area of the development and effective use of standards and indicators in programme planning. Operations have started making reference, in a more systematic way, to standards and indicators data, including measurements of gaps, in their submissions of resource requirements. The broader use of standards and indicators has begun to contribute to growing knowledge and better measurement of actual gaps in assistance, particularly in priority areas such as HIV and AIDS, malnutrition, sexual and gender-based violence, sanitary materials, and reproductive health.

The expanded second edition of the *Practical Guide to the Systematic Use of Standards and Indicators in UNHCR Operations* was published in early 2006. This Guide now includes specific standards and indicators for refugee camps, urban refugee situations and return and reintegration operations. In September, the French edition was published to support operations in francophone countries. Selected Field staff attended several training workshops on the use of standards and indicators.

In addition, standards and indicators were developed for IDP operations, in the context of UNHCR cluster lead responsibilities and to reflect UNHCR's role as the lead organization for HIV and displacement. In general, however, the level of compliance by the Field in the submission of standards and indicators reports remained behind expectations. More needs to be done to boost the capacity of operations to collect, manage and analyze operational data.

In cooperation with the Netherlands Interdisciplinary Demographic Institute, UNHCR implemented a project to collect information to compare the situations of refugees and others of concern with those of local populations in selected countries, focusing on the Millennium Development Goals (MDGs) indicators. Sample surveys compared the living conditions and coping behaviour of refugees in Armenia, asylum-seekers in Ecuador and IDPs in Sri Lanka with MDG indicators for local populations.

Programme support activities

Executive direction and management

Emergency and security service

UNHCR is committed to improving safety and security for its staff and to mitigating the security risks attendant upon the services they render. UNHCR endeavoured to attain a safe and secure environment for its staff, and to reach compliance of Minimum Operational Safety Standards (MOSS) for all its offices, with priority given to operations in UN security phase III and above (see *Glossary*).

In the course of 2006, the Field Safety Section (FSS) examined the security component of UNHCR's country operations in a wide range of countries and provided the necessary support, enabling the Office to engage in security management. This included MOSS planning, budgeting and compliance, programme risk management, refugee security concerns and support systems. The Security Management Learning Programme offered by FSS helped increase awareness among field managers and other responsible officers on security management.

FSS works in close collaboration with other actors within the Inter-Agency Security Management Network, and has played an active role in the development of "Saving Lives together" – the joint OCHA and UN Department for Safety and Security framework regarding security collaboration with NGOs.

Management Systems Renewal Project (MSRP)

Functional development of MSRP continued in 2006, with the human resources and payroll modules moving from the design to the implementation phase. The workforce administration and recruitment module was implemented in the second half of the year, and a new payroll system is scheduled for launch in mid-2007. Significant new workflow functionalities were added to the financial and supply chain modules, and a fleet management facility has been developed for global use. Over 100 field offices were online to MSRP by the end of 2006. The remaining UNHCR offices, mostly in Africa, will go live in 2007.

Information technology – Field support

As part of the information and communication technology strategy (ICT), a number of initiatives were undertaken to investigate the best ways of providing infrastructure services. One such result highlighted that field satellite communications could be provided more efficiently by a commercial partner. A contract was then signed with a commercial VSAT satellite service

provider, with progressive implementation from end-2006 onwards. This project ties closely into the roll-out of MSRP during 2007 where connectivity will remain a primary concern. Over a number of years outsourcing of this project will yield a positive return on investment through cost savings (an estimated USD 8 million in five years) and improved service to UNHCR field offices.

With the roll-out of more technology to support UNHCR operations globally, in particular MSRP and Project Profile, the Division of Information Systems and Telecommunications has been able to identify opportunities to consolidate and harmonize support activities. This will provide further opportunities to reduce overall ICT costs while focusing on increasing the quality and delivery of support to users of UNHCR applications (e.g., email, web, intranet, PeopleSoft, etc). A secondary service desk has been established in Kuala Lumpur, Malaysia, to provide UNHCR with six-day, 15-hour coverage on a global basis. This will increase the reach and productivity of service-desk staff while ensuring the efficient and timely resolution of questions and problems from UNHCR users worldwide. In addition, the ICT strategy identified the need for the adoption of best practices in respect of service delivery.

Division of International Protection Services

– Resettlement field support

Please refer to the *Finding durable solutions* chapter.

Division of Operational Services

– Internally displaced people – Cluster field support

Please refer to the *Working with the internally displaced* chapter.

Division of Human Resources Management

– Training of UNHCR staff

In 2006, close to 300 staff members took part in the Management Learning Programme. A similar number of participants took part in the Strategic Leadership Learning Programme, which was piloted in 2006, and reported a positive impact on their work in four main areas: time management, team management, performance management and confidence building.

The Staff Development Section (SDS) offered two effective writing courses in 2006, for about 130 staff members. SDS piloted a course on effective reading in the workplace with 20 participants from various

locations. The Section also offered two simultaneous Facilitation of Learning Programme sessions, which over 30 staff members completed successfully.

The external studies programme was adjusted due to the shortage of funds available in relation to the number of staff members who applied for programmes. The use of Virtual Learning Environment software was incorporated into the MLP and the Operational Data Management Learning Programme. The software allowed participants to interact with each other, and helped produce and disseminate learning materials and collaborative tools.

SDS also launched the Strategic Leadership Learning Programme (SLLP), a new initiative targeting senior managers at P-5 and D-1 levels to improve their performance. The programme included workshops and individual coaching sessions. Thirteen participants took part in the first SLLP.

A variety of language opportunities continued to be offered to staff in the Field and at Headquarters, including classroom sessions, self-study, distance learning and intensive language programmes. Some 6,480 staff members participated in different learning activities through the year.

In 2006, SDS carried out the pilot 360-degree evaluation programme, with coaching sessions and a final debriefing for 16 senior managers. It also launched subsequent rounds of this programme. Ninety-one senior managers at the P-5 and D-1 levels completed the 360-degree feedback evaluation. An additional 200 senior managers entered the process in 2006 and are expected to complete it in 2007. SDS also initiated a management assessment project led by a consultant team from the Oxford Group, which aims to identify a pool of qualified candidates for senior management positions.

– Special staff costs including voluntary separation

A budget for special staff costs was established to cover salaries and related costs of staff members on special leave with full pay, including staff members temporarily in between assignments.

As part of the organization's strategic human resources management needs, the Division of Human Resources Management, in consultation with the Executive Office, offered voluntary separation opportunities to create space, especially at senior levels, for renewal and mobility and to mitigate the effects of staff reduction, by providing incentives for voluntary separation and early departure or retirement. These packages were offered as and when required, in line with the Office's priorities. As a result, 30 agreements were concluded in 2006.

Budget and expenditure (USD)						
Programmes	Final budget			Expenditure		
	AB	SB ¹	Total	AB	SB	Total
POLICY PRIORITIES						
Refugee women	276,654	0	276,654	246,956	0	246,956
Refugee children and adolescents	2,233,964	0	2,233,964	2,233,963	0	2,233,963
The environment	345,257	0	345,257	331,482	0	331,482
Health-related projects, HIV and AIDS	989,282	0	989,282	971,956	0	971,956
Emergency-related projects ²	8,436,145	0	8,436,145	7,671,271	0	7,671,271
Sub-total	12,281,302	0	12,281,302	11,455,628	0	11,455,628
OTHER ACTIVITIES						
Internally displaced people – Global cluster	0	3,072,595	3,072,595	0	993,380	993,380
Promotion of refugee law and advocacy	200,000	0	200,000	165,862	0	165,862
Resettlement projects	3,005,728	0	3,005,728	2,936,673	0	2,936,673
Protection-related projects / Voluntary repatriation ³	3,013,222	0	3,013,222	2,779,349	0	2,779,349
Research / Evaluation and documentation	48,166	0	48,166	48,166	0	48,166
Registration / Project Profile	1,014,830	0	1,014,830	943,716	0	943,716
Public information / Private sector fund raising	5,984,822	0	5,984,822	5,798,808	0	5,798,808
Training-related projects	124,880	0	124,880	112,377	0	112,377
Education projects	2,403,860	0	2,403,860	2,309,485	0	2,309,485
Linking humanitarian assistance to longer-term development	202,972	0	202,972	164,623	0	164,623
Others ⁴	1,633,228	0	1,633,228	1,551,203	0	1,551,203
Sub-total	17,631,708	3,072,595	20,704,303	16,810,260	993,380	17,803,641
PROGRAMME SUPPORT ACTIVITIES						
Executive Direction and Management						
Emergency and Security Service ⁵	16,496,665	0	16,496,665	15,596,993	0	15,596,993
Information Technology – Field Support ⁶	1,662,429	0	1,662,429	1,318,778	0	1,318,778
Management Systems Renewal Project ⁷	1,768,160	0	1,768,160	1,589,515	0	1,589,515
Division of International Protection Services						
Resettlement field support	277,826	0	277,826	244,118	0	244,118
Department of Operations						
Internally displaced people – Cluster field support	0	1,310,525	1,310,525	0	259,765	259,765
Division of Human Resources Management						
Training of UNHCR staff	2,428,421	0	2,428,421	1,860,422	0	1,860,422
Special staff costs including voluntary separation	16,883,676	0	16,883,676	16,754,509	0	16,754,509
Sub-total	39,517,178	1,310,525	40,827,703	37,364,335	259,765	37,624,100
Total	69,430,187	4,383,120	73,813,307	65,630,223	1,253,145	66,883,369

¹ Does not include a 7 per cent support cost that is recovered from contributions to meet indirect costs for UNHCR.

² Includes costs for stockpiling, institutional and situational preparedness, rapid emergency response and eCentre. Emergency and security training is included in Training of UNHCR staff.

³ Includes assistance to individual refugees, refugee status determination project, legal and policy research project, provision of protection information, protection capacity and SURGE protection capacity project.

⁴ Includes costs for NGO liaison and support for effective cooperation, insurance costs, inspection of goods, Nansen Refugee Awards, assessment centre project, field capacity in community development, standards and indicators mainstreaming and non-refugee legal matters.

⁵ Includes costs for Emergency and Security Service, new/unforeseen security needs, support for rapid emergency response and support for eCentre.

⁶ Includes information technology services for field operations such as software development, telecommunications, e-mail and user services.

⁷ Includes costs for field upgrading and technical infrastructure.

Voluntary contributions (USD)

Earmarking	Donor	AB	SB
Global programmes overall			
Unrestricted	Japan	1,454,477	0
Unrestricted	Sweden	3,768,844	0
Unrestricted	United States	12,507,935	0
Global cluster leadership	United States	0	1,500,000
Sub-total		17,731,256	1,500,000
Division of External Relations			
To support private sector fundraising initiatives in new markets, in particular in Hong Kong SAR, China	Dutch Postcode Lottery (NPL)	205,070	0
To co-finance a TV documentary	Dutch Postcode Lottery (NPL)	29,621	0
Strengthening international protection of refugees and others of concern to UNHCR	European Commission	86,191	0
Nansen Refugee Award	Norway	50,000	0
Nansen Refugee Award	Switzerland	50,000	0
Sub-total		420,882	0
Division of International Protection Services (DIPS)			
Funding an ICMC deployee in Iran	Australia	40,000	0
ICMC deployment scheme in the Resettlement Hub in Kenya and Sudan	Australia	135,000	0
Strengthening international protection of refugees and others of concern to UNHCR	European Commission	1,184,834	0
Towards the Status Determination and Protection Information Section, including the preparation of the Refworld CD-Rom	Ireland	25,445	0
Resettlement activities	Norway	1,179,941	0
Funding of temporary assistants for resettlement activities in Kenya and at Headquarters	Norway	101,935	0
To support UNHCR's implementation of UN Security Council Resolution 1325 on Women, Peace and Security	Norway	119,808	0
To support UNHCR's achievement of durable solutions by strengthening capacity in Africa and Asia	United Kingdom	48,871	0
To support UNHCR's operational protection capacity	United Kingdom	728,597	0
Resettlement	United States	1,105,634	0
Protection Surge Capacity Project	United States	500,000	0
Refugee women	United States	100,000	0
Refugee children and adolescents	United States	150,000	0
For the resettlement deployment scheme, workshops on fraud prevention and mission travel costs	United States	475,000	0
To strengthen UNHCR's ability to use resettlement as a protection tool and durable solution	United States	471,540	0
Sub-total		6,366,607	0
Department of Operations			
In support of HIV and AIDS activities in Asia	Australia	158,861	0
Ninemillion.org	Australia for UNHCR	35,579	0
HIV and AIDS	Canada	363,636	0

Earmarking	Donor	AB	SB
HIV and AIDS activities in Africa	Denmark	376,000	0
Scholarship programme for girls in Ghana and Uganda	<i>Deutsche Stiftung für UNO-Flüchtlingshilfe</i>	75,758	0
Ninemillion.org	<i>Deutsche Stiftung für UNO-Flüchtlingshilfe</i>	1,967	0
Strengthening international protection of refugees and others of concern to UNHCR	European Commission	2,132,647	0
Albert Einstein German Academic Refugee Initiative (DAFI)	Germany	2,043,966	0
Promotion of sustainable livelihoods for refugees from the Central African Republic and the local population in Gore and Maro in Southern Chad	International Labour Organization (ILO)	10,000	0
Support for security management training through the eCentre from JICA	Japan	113,189	0
Ninemillion.org	Japan Association for UNHCR	43,445	0
Girls' education in the Republic of the Congo	Japan Association for UNHCR	21,985	0
Strengthening HIV / AIDS programmes for refugees and returnees in Angola, South Africa and Zambia	Merck & Co., Inc (USA)	50,000	0
To support UNHCR's cluster leadership role	Netherlands	0	1,205,000
To support UNHCR's cluster leadership role	Norway	0	301,415
Hosting the Workshop on Emergency Management (WEM) in Norway	Norway	109,169	0
Ninemillion.org	Online donations (Headquarters)	29,753	0
Ninemillion.org	Popli Khalatbari Charitable Foundation (UK)	25,000	0
Ninemillion.org	Private donors in Belgium	848	0
Ninemillion.org	Private donors in Canada	4,505	0
Education for all	Private donors in Denmark	1,725	0
Ninemillion.org	Private donors in France	468	0
Scholarship programme for girls in Ghana and Uganda	Private donors in Germany	19,036	0
Ninemillion.org	Private donors in Switzerland	4,504	0
Ninemillion.org	Private donors in the United States	140	0
To support UNHCR's cluster leadership role	Sweden	0	90,000
Deployment of technical experts to Angola, Armenia, Burundi, Chad, DRC, Georgia, Iraq, Kenya, Liberia, Pakistan, Russian Federation, Sierra Leone, Sri Lanka, Switzerland and Thailand	Switzerland	1,763,490	0
To support UNHCR's preparedness and response capacity	United Kingdom	1,821,494	0
To support UNHCR's cluster leadership role	United Kingdom	0	1,940,299
Implementation of programme strategies to integrate HIV and AIDS and food / nutrition activities in refugee settings	UNICEF	10,000	0
Programme entitled "Scaling up HIV and AIDS interventions in emergency settings"	UN Programme on HIV and AIDS	431,250	0
To recruit a Technical Adviser for HIV and AIDS in refugee camps in Ethiopia	UN Programme on HIV and AIDS	14,580	0
For UNHCR activities included in the 2006-2007 UNAIDS Unified Budget and Workplan	UN Programme on HIV and AIDS	1,700,000	0
Emergency and Security Services (ESS)	United States	3,500,000	0
Emergency related projects	United States	1,400,000	0
HIV and AIDS	United States	280,000	0

Earmarking	Donor	AB	SB
Refugee registration (Project Profile)	United States	270,000	0
To expand a functional Health Information System to capture existing/emerging infectious diseases in refugee camps in Tanzania, Kenya and Ethiopia	United States	119,500	0
Malaria control in refugee settings in eastern Sudan and Zambia	United States	20,000	0
Ninemillion.org	USA for UNHCR	98,476	0
Sub-total		17,050,971	3,536,713
Division of Human Resources Management			
To support the implementation of a work force management strategy to enhance efficiency of the organisation	United Kingdom	455,373	0
Sub-total		455,373	0
Total		42,025,088	5,036,713