

Global programmes

Introduction

In addition to its country operations, UNHCR undertakes a broad range of projects 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 are divided into three categories: projects supporting the implementation of policy priorities; programme support activities; and other activities.

Projects related to policy priorities

In 2007, UNHCR will continue to support its field operations through its global programmes. These will cover activities such as women, children and community development, improving life-sustaining sectors, the environment, HIV/AIDS and emergency-related projects.

Women, children and community development

Refugee children and adolescents

UNHCR's planned 2007 activities for refugee children and adolescents are multi-faceted and designed to address many of the protection problems they have. UNHCR will translate community services resource materials into French and Arabic and will disseminate them to partners and local authorities. The Office will also finalize and disseminate guidelines and reference material on community-based psychosocial responses to problems faced by refugee children and adolescents, based on research conducted in Malawi and Pakistan. Peace education workshops will be organized for partner staff. In addition, UNHCR will train partners on the *Action for the Rights of Children* principles to increase their capacity to protect and care for children and adolescents in emergency situations.

Further research on displaced children will be undertaken in two subregions. This will support the follow-up on the recommendations made in the *United Nations Secretary-General's Study on Violence against Children*. The *"Guidelines on Formal Determination of the Best Interests of the Child"* will be disseminated, with guidance to be offered to selected UNHCR operations that assist a large number of children.



Building the skills of displaced women is one important step towards gender equality. UNHCR / R. Goldstein-Rodriguez

Prevention and response to sexual and gender-based violence

This project will comprise global activities to promote gender equality and the prevention of and response to sexual and gender-based violence, such as the finalization of leadership skills training modules for refugee women and training of trainers for staff and partners; the dissemination of Security Council Resolution 1325 on Women, Peace and Security to staff and partners; economic empowerment projects for women; technical guidance and support to UNHCR field offices in implementing standard operating procedures; interventions to sensitize men and boys regarding gender equality; and improving the capacity of UNHCR and partner staff to conduct gender analysis.

Improving life-sustaining sectors

UNHCR will strengthen its field operations through key activities designed to minimize gaps in the delivery of assistance to refugees and others of concern. In 2007,

the Office will implement a project to support field operations in four broad sectoral groupings: food and nutrition; health; water and sanitation; and shelter.

In the food and nutrition sector, UNHCR will provide condiments that are high in micronutrients, targeting mostly women and children. Complementary food will be provided to children in selected operations. For water and sanitation, training modules on environmentally sound sanitation and personal hygiene practices will be developed and integrated into UNHCR's programmes. New health publications will be disseminated to at least ten country operations, while other priority interventions in the health sector will include reproductive health initiatives, outbreak prevention and management. Concerning shelter, UNHCR will carry out research and develop new and better quality winterized tents and undertake an evaluation of the effectiveness of the light-weight emergency tents used in various field operations.

The environment

UNHCR's environmental coordination activities comprise several projects with the overall aim of improving natural resource management in refugee and returnee operations worldwide. In 2007, UNHCR will continue to provide direct support to the Field and promote sound environmental management, paying particular attention to the integration of UNHCR's environmental policy and guidelines into all aspects and phases of refugee-related activities. UNHCR's environmental strategies in 2007 in pursuit of the above objectives are to:

- Provide technical support to field operations on environmental matters.

- Promote best practices and introduce new environmental management techniques to field operations.
- Support four national environmental management training events for UNHCR staff, implementing partners and government counterparts.
- Support field activities through demonstration projects that promote UNHCR's environmental policies and guidelines.
- Build UNHCR's capacity in environmental assessment, planning, monitoring and evaluation tools, and develop action plans and strategies for selected country programmes in four priority countries.
- Improve the monitoring of compliance with UNHCR's policies and guidelines related to the environment.
- Address refugee-related environmental issues through the implementation of a comprehensive environmental education and awareness-raising programme.
- Establish new partnerships with competent agencies to address environmental issues in refugee and returnee situations.

HIV/AIDS

For details on UNHCR's policies and activities related to HIV/AIDS, please refer to the *Policy priorities* chapter in Part I.

Emergency-related projects

For details concerning emergency-related projects, please refer to the *Strengthening emergency response* chapter in Part I.



In 2007, UNHCR will aim at building its capacity to respond to emergencies of up to 500,000 people. UNHCR / N. NG

Other activities

The **Promotion of Refugee Law and Advocacy Project** will continue to boost the operational protection capacity of government and non-governmental partners.

UNHCR will implement activities aimed at promoting an understanding of international protection principles and standards amongst policy makers, refugee status determination adjudicators, academics and civil society groups. UNHCR will organize and deliver the annual International Refugee Law course in English, French, Arabic and Spanish at the International Institute of Humanitarian Law in San Remo, Italy. The Office will also disseminate refugee protection principles through the presentation of protection policies, guidelines and learning modules on international protection at training events organized by other UN agencies and NGOs. UNHCR will coordinate and publish an inter-agency handbook on internally displaced persons (IDPs) to support the Protection Cluster goal of ensuring a more predictable, accountable and effective humanitarian response.

Resettlement Projects

The **UNHCR-International Catholic Migration Commission (ICMC) resettlement deployment scheme** will continue to be an important mechanism to support field resettlement operations. The deployment of resettlement experts will improve UNHCR's capacity to identify and refer refugees for resettlement. Please refer to the *Finding durable solutions* chapter in Part I for further information on policies and initiatives concerning resettlement.

Other protection-related projects, including voluntary repatriation

The **Strengthening Protection Capacities Project (SPCP)** works in collaboration with the Regional Bureaux and field offices to implement a comprehensive and consultative methodology to strengthen the capacity of States to fulfil the rights of refugees and other populations of concern to UNHCR. Utilizing a multifunctional team approach within UNHCR and with partners, such as governments, international organizations, members of civil society, refugees and others of concern, it coordinates the development of activities to address gaps in the protection of refugees and others of concern.

In 2007, the SPCP will continue to be implemented in Benin, Burkina Faso, Kenya and the United Republic of Tanzania. The project will also continue in Thailand, where UNHCR will undertake a range of discussions with governmental partners, refugee committees, community-

based organizations and NGOs working in both camp and urban locations across the country to develop and implement specific interventions. In Zambia, UNHCR will assist the Government in replacing the 1970 Refugee Control Act with legislation that is in line with international protection principles; strengthen the country's administrative institutions; expand opportunities for durable solutions, including facilitating sustainable local integration in a manner that also benefits host communities; and address the specific risks faced by women and children. The SPCP will also include a regional protection initiative for the southern Caucasus. UNHCR will work to ensure that asylum systems in Armenia, Azerbaijan and Georgia are in accordance with international standards.

The **Refugee Status Determination (RSD) Project** is designed to enhance the quality, integrity, consistency and efficiency of mandate RSD operations globally. It includes the provision of advice and support to UNHCR country offices in implementing RSD procedural standards. Under this project, consultants and UN volunteers will be deployed to respond to specific needs in UNHCR's refugee status adjudication operations, such as case processing (in case of a sudden influx or backlog), training on substantive and procedural matters, and/or review of RSD processes.

The objective of the **Protection Surge Capacity Project (Surge)** is to develop and maintain a flexible and dependable staff deployment mechanism that provides prompt assistance to UNHCR's field operations requiring temporary and/or additional protection capacity. Since its first deployment in early 2002, Surge has been successful in dispatching qualified protection officers to fill gaps in non-emergency situations. UNHCR will liaise closely with the International Rescue Committee, whose staff will continue to manage the scheme's day-to-day administrative procedures.

Research, evaluation and documentation

The **Legal and Policy Research Project** commissions research papers, guidelines and assessments that 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 guidelines and provides in-house legal and policy support to the Regional Bureaux and the Field.

Registration/Project Profile

The modernization of UNHCR's registration system and documentation standards and tools will continue to be an organizational priority. This is reflected in the performance targets set by the High Commissioner, which call on all UNHCR offices to ensure they adopt procedures for continuous registration. Activities will focus on continued field training and registration support, further



Registration of newly arrived Sudanese refugees in Uganda. UNHCR / M. Pearson

printing of identity cards and building the capacity of both partners and governments. While the introduction of the *proGres* registration software will continue to be led by Headquarters, UNHCR's network of field-based regional registration officers will take on additional responsibility in providing support to partners and governments. Further improvements to the quality and availability of documentation given to refugees and others of concern, as well as to the various uses of registration data to support protection, assistance and durable solutions activities, will also be priorities in 2007.

Data management

In 2007, UNHCR will develop staff members' skills and build the capacity of field offices in the area of operational data management. This will contribute to improving the measurement of operational performance and results-based management. Guidelines and standards for data management will be established and strategic partnerships created to tackle common information problems, with a focus on data sharing between partner agencies. Key activities will include the publication of the *Statistical Yearbook* and the *Standards and Indicators Report*. Training through the Operational Data Management Learning Programme will continue as well.

Public information and media projects and private sector fund raising

UNHCR's public information and media activities are aimed at providing a steady flow of relevant, accurate and timely information to the international media and external audiences worldwide in support of the Office's mandate.

Public information activities will increase UNHCR's overall global visibility – particularly through television, direct media contacts and the Internet. Other activities include efforts to expand UNHCR's donor base; support to field and headquarters units by highlighting their challenges and successes; combating intolerance and negative stereotyping of refugees and asylum-seekers; and supporting the achievement of durable solutions through mass information activities. In addition, UNHCR's growing network of more than 25 national websites will be expanded in 2007.

In addition, UNHCR's public affairs projects include activities designed to raise public awareness about UNHCR and refugee issues. The objectives are to lay the foundations for strengthened political and legal support for refugees and to create a wider space for asylum. They also aim at encouraging financial contributions from individuals and corporations through a better understanding of UNHCR's role and mandate.

These activities are built around three main pillars: World Refugee Day, the Goodwill Ambassador Programme and the Nansen Refugee Award. World Refugee Day is celebrated in over 100 countries every year on 20 June. The Goodwill Ambassador programme provides influential celebrities with a platform to add their voice to UNHCR's in calling for global support to refugees. In 2007, UNHCR will have two new regional Goodwill Ambassadors in this programme: singer George Dalaras from Greece and Uruguayan-born actor Osvaldo Laport from Argentina, who joined the programme in late 2006. All Goodwill Ambassadors will help raise the profile of UNHCR and the refugee cause through public appearances, publicized field missions and participation in World Refugee Day 2007. Goodwill

Ambassador Angelina Jolie will, in addition, lend her support to the new monthly contributions programme called *Emergency Response Team*. The Nansen Refugee Award will be given to a person or organization that has rendered exceptional service to the refugee cause.

Education projects

UNHCR will implement two projects in 2007 with the aim of improving opportunities for refugee girls and boys to have access to and complete their education.

In 2007, the “Education for All” project comprises the following activities:

- The *Guidelines on Prevention and Response to Violence in School Settings* will be disseminated and operationalized.
- The use of UNHCR’s standardized teacher training manual and minimum standards for education in emergency situations will be promoted through regional workshops.
- Technical field support missions will be undertaken to train staff on how to use UNHCR’s education tools, provide concrete recommendations to increase enrolment and retention rates, and develop targeted actions for children and adolescents.
- Vocational training for adolescents at risk in West Africa will be expanded.
- A hundred female students in Ghana and Uganda, who had previously received the “Houphouët-Boigny Peace Prize” scholarship will be supported to complete their secondary education.
- Girls’ access to education will be promoted through several community-based education initiatives.

The German-funded DAFI scholarship programme, which provides educational opportunities at university level for young refugees in more than 40 countries, will also continue in 2007. The programme aims to develop qualified human resources within the refugee community in order to contribute to the reconstruction of their country of origin upon repatriation. Approximately 1,000 students receive DAFI scholarships every year, and serve as a role model for other refugees to further their education. UNHCR will continue to identify and select refugee students, with 1,000 receiving support. The DAFI policies and guidelines will be reviewed to further improve the programme. A comprehensive review of the achievements and impact of UNHCR’s implementation of the DAFI programme over the past 15 years will also be carried out.

Linking humanitarian assistance and development

UNHCR’s participation in the inter-agency Early Recovery Cluster and in the UN system-wide transition and peace-building initiatives will require additional support and training in areas related to post-conflict interventions. UNHCR will focus on capacity-building efforts to strengthen the quality of projects linking humanitarian assistance to longer-term development. Another objective will be to establish better partnerships with development actors in order to ensure the sustainability of programmes leading to or offering durable solutions for refugees and others of concern.

Modules related to comprehensive durable solutions and linking humanitarian assistance to development will be created in 2007 and incorporated into larger training programmes, offered by UNHCR to headquarters and field staff worldwide throughout the year, such as the Protection Learning Programme and the Operations Management Learning Programme. Relevant aspects of self-reliance, livelihoods and empowerment will also be included in these modules, as well as in a protection thematic learning programme on durable solutions. UNHCR will furthermore support field staff through the systematic dissemination of lessons learned and good practices to encourage better design of innovative approaches in self-reliance, local integration and reintegration operations. Information will also be made available through web-based technologies and an internal web portal that will be updated continuously.

Technical support, strategic planning, strengthened capacity and partnerships will have a positive impact on the protection and livelihoods of refugees and other displaced populations. As UNHCR improves its internal capacity in 2007, there will still be a need to engage external personnel with subject-specific expertise. UNHCR will establish, together with relevant UN agencies and NGOs, a network of technical consultants with experience in refugee livelihoods and self-reliance, strategic planning of durable solutions and establishment and implementation of local integration and reintegration operations. These consultants will be easily available and deployed upon request from regional bureaux and field offices. Priority operations that will be supported in 2007 are being identified through internal mechanisms, such as the Task Force on Local Integration in Africa and the UNDP-UNHCR joint review of cooperation in Africa.

An area that will receive attention in 2007 is the self-reliance of displaced women, particularly through an enhanced partnership with ILO. UNHCR will also pay special attention to youth empowerment and employment projects, as well as to partnerships with development agencies involved in the Youth Employment Network. These partnerships will serve to engage

inter-agency support in the mainstreaming of refugee, IDP and returnee needs into national and regional development plans and poverty reduction strategies, as well as in the formulation of sustainable integration or reintegration strategies. UNHCR will continue to implement cooperation agreements with development partners, especially with FAO and the Japan International Cooperation Agency (JICA).

Programme support activities

Division of Operational Services

Emergency and Technical Support Service: For details concerning the emergency-related programme support activities, such as the eCentre in Tokyo, the procurement of emergency relief items, the increase in warehouse storage capacity and the organization of workshops on emergency management, please refer to the *Strengthening emergency response* chapter in Part I.

Division of Information Systems and Telecommunications (DIST)

Business Solutions Service and ICT fixed costs – Field support: Global programmes carried out by the **Division of Information Systems and Telecommunications** relate mainly to the **Management Systems Renewal Project (MSRP)** and other activities relating to information technology support to UNHCR's field operations. In 2007, DIST will complete the introduction of the MSRP finance and supply chain component, mostly in the Americas and Africa. The system's successful introduction in Europe, CASWANAME and Asia over the past two years has added impetus to the 2007 implementation plan. The MSRP team will introduce the human resources function to the Field and will also provide technical and functional production support to all human resources and payroll users.

The Information and Telecommunications Service within DIST will expand the operations at the two hubs of the Global Service Desk in Geneva and Kuala Lumpur. These hubs will provide a single point of contact for first-level support to all UNHCR technology users, including support for the newly introduced MSRP financial and human resource systems. Information Technology (IT) training courses will be expanded and will concentrate on cost-effective delivery channels, including distance learning. In 2007, work will also begin on a new IT standard for field offices so UNHCR can introduce new technologies that support the growing needs of its staff, improve remote access to applications and meet the needs of mobile users.

UNHCR has entered into a partnership with a commercial service provider of satellite communications to support the Office's work with refugees and to improve the quality of telecommunications and to expand its capacity. As a result, the Office anticipates saving USD seven million over the next five years. The process of transferring management of UNHCR's VSAT network services will be completed in the first half of 2007.

Division of Human Resources Management

Training of UNHCR Staff: The restructured Management Learning Programme features a new assessment tool that will provide a clearer picture of what each learner is achieving. All senior staff at the D-2 and D-1 levels and 30 staff at the P-5 level will have completed this training by the end of 2006. The remaining P-5 staff and a select number of P-4 staff will complete the programme in 2007, thus covering more than 200 senior managers in the organization. Moreover, UNHCR is developing an integrated management assessment framework to improve management capacity; identify managerial potential early on; and link learning, assessment and appointments. The target group for assessment will be middle managers who are on track for more senior management positions.

UNHCR will continue to offer the Facilitation of Learning Programme and the Effective Writing Programme to staff worldwide. An "effective reading" course is being developed in collaboration with the Commonwealth of Learning in Vancouver, Canada. UNHCR is also developing a virtual learning environment that will enable staff members worldwide to share information, tools and experiences of good learning practices, thus maximizing the use of limited resources. Electronic learning courses will continue through intranet and CD-ROM, thus making them accessible to staff members worldwide.

Furthermore, a new programme targeting senior management, entitled The Strategic Leadership Learning Programme, was piloted in 2006. This initiative is based on the recommendations of an organization-wide learning-needs analysis and is funded by the Canadian Consultant Management Fund. In 2007, UNHCR will evaluate the pilot phase and will extend it to senior managers across the organization.

Special staff costs including voluntary separation: As part of UNHCR's restructuring efforts, the Office will offer voluntary separation and early retirement packages. This will be done in accordance with the needs of the organization. The availability of these packages will reflect current staffing priorities, as defined during consultations between DHRM and the Executive Office.

Budget (USD)		
Activities	Annual Programme Budget	
	2006	2007
Policy priorities		
Women, children and community development	2,174,536	1,536,450
Improving life-sustaining sectors	602,999	498,399
Environment	666,000	532,800
HIV/AIDS	1,170,000	1,962,867
Emergency-related projects ¹	5,886,852	4,816,000
Sub-total	10,500,387	9,346,516
Other activities		
Promotion of refugee law and advocacy	331,200	221,960
Resettlement projects	2,196,000	2,273,265
Protection-related projects / Voluntary repatriation ²	3,084,601	2,998,317
Research, evaluation and documentation	258,750	150,000
Registration / Project Profile	1,147,500	848,000
Public information / Media projects / Private sector fund raising ³	6,526,520	9,727,474
Training-related projects	223,000	190,000
Education ⁴	0	2,599,503
Linking humanitarian assistance to longer-term development	460,665	207,972
Miscellaneous ⁵	1,538,000	1,559,959
Sub-total	15,766,236	20,776,450
Programme support activities		
Division of Operational Services		
Emergency and Technical Support Service ⁶	15,895,854	15,965,712
Division of International Protection Services		
Resettlement field support	155,000	100,000
Division of Information Systems and Technology⁷		
Business Solution Service and ICT fixed costs - Field	3,303,556	5,626,303
Information and telecommunications - Field support	2,191,742	958,618
Division of Human Resources Management		
Training of UNHCR staff	3,350,000	3,267,000
Special staff costs including voluntary separation	8,500,000	10,296,187
Sub-total	33,396,152	36,213,820
Grand total	59,662,775	66,336,786

¹ Includes emergency and security management and support (USD 700,000), rapid emergency preparedness and response (USD 1,000,000), e-Center (USD 500,000), stockpiling, warehousing and deployment of emergency relief items and equipment (USD 2,616,000).

² Includes refugee status determination (USD 345,739), legal and policy research project (USD 192,000), provision of protection information (USD 164,812), voluntary repatriation of individual refugees (USD 55,000), Surge Protection Capacity Project (USD 1,996,766), and Strengthening Protection Capacity Project (USD 244,000).

³ Includes public affairs activities (USD 344,880), public information activities (USD 607,090), private sector fund raising (USD 8,473,104), visibility and promotional items supply (USD 95,400), library and visitors centre (USD 207,000).

⁴ In 2006, education projects under the Albert Einstein German Academic Refugee Initiative Fund (DAFI) were included under the regional operations.

⁵ Includes non refugee legal matters (USD 70,000), NGO liaison and support for effective cooperation (USD 120,960), mainstreaming of standards and indicators (USD 576,000), implementation of UNHCR Assessment Framework (USD 593,000), 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 1,500,200), cost-sharing of the United Nation's Department of Safety and Security annual operations in the field and other security, emergency, technical and related costs.

⁷ Includes ICT fixed costs for field and ICT project costs (USD 4,860,302) and information technology services for field operations, such as telecommunications, user services, application development etc.