

Global programmes

In addition to its country- or region-specific operations, UNHCR undertakes a range of programmes and activities which are global in nature, referred to as 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 operational activities and programme support activities.

A revision of the supplementary programme for the Global IDP Cluster is currently under preparation, which will include the leadership and participation costs of the Global IDP Cluster, and the IDP Advisory Team.

Operational activities

In 2008, UNHCR's Global Programmes will continue to support field operations in policy priority areas, both operationally and through policy development. Priorities will include refugee women, children and community development; life-sustaining sectors; Avian and Human Influenza preparedness and response; the environment; education; and HIV and AIDS. Global programmes also include the global IDP cluster approach, for which information is included in Part I, *Working with the internally displaced*.

UNHCR is conscious of the need to involve refugees and others of concern in protection risk analysis and problem resolution. Methodologies, such as participatory assessment, help to address discrimination and unequal power relations predicated on age, gender and diversity of background. This approach aims to empower refugees and others to realize their rights through direct participation in decision-making and community life, thereby achieving gender equality and equitable access to services by all people of concern. An example of a participatory assessment in Hungary is provided below.

Refugee women, refugee children and community development

In 2008, UNHCR aims to improve the status of refugee women's rights and leadership, and is focusing in particular on training staff, partners and people of concern. The main activities will include: compiling training modules outlining good practices to promote women's leadership; reporting on UNHCR's implementation of Security Council Resolution 1325 on

Women, Peace and Security; and producing an illustrated child-friendly version of the *UNHCR Handbook for the Protection of Women and Girls*.

In collaboration with partners and field operations, the Office will work towards the establishment of an effective refugee child and adolescent protection system which incorporates child participation. UNHCR will disseminate the *Best Interest Determination Guidelines* and provide technical support for their implementation. "Roots and Shoots" projects – international environmental and humanitarian programmes designed to offer non-formal learning opportunities to young people, will be undertaken in selected country operations.

In line with the report on the protection of older people and people with disabilities presented to the June 2007 Standing Committee, UNHCR staff and partners will be trained to reduce the disparity between current practice and the standards which are outlined in the Convention on the Rights of Persons with Disabilities (2006). Training activities will promote the expanded use of the *proGres* registration database to record and analyse data on persons with specific needs. Through partnership with a British university, UNHCR will provide psychosocial support and peace education in selected country operations.

In 2008, an evaluation will be completed on UNHCR's efforts to prevent and respond to sexual and gender-based violence (SGBV). Its conclusions, along with partner consultations, will help formulate a three-year action plan. Technical support and training will support field operations in their implementation of SGBV activities, including the establishment of standard response procedures. UNHCR is actively supporting an inter-agency approach to prevent and address SGBV in IDP operations. Additionally, the Office will develop a data analysis and data-sharing tool to support SGBV activities.

Improving life-sustaining sectors

In 2008 and 2009, UNHCR will continue to strengthen its field operations to minimize gaps in protection and assistance. The Office will provide technical support in the life-sustaining sectors of: health and nutrition; water and sanitation; shelter, education and livelihoods. The overall objective is to provide UNHCR operations with readily available and up-to-date guidance, tools, knowledge and expert technical support to improve assistance delivery.

Case study: Participatory assessment in Hungary

“A listening methodology”

Asylum-seekers in the three reception centres in Hungary experience their stay of several months as a difficult period. A team composed of UNHCR staff, government officials and NGO representatives in Hungary conducted participatory assessments with the asylum-seekers, using a listening approach to learn about their lives, their concerns and their proposed remedies. The team met with various groups, including traditional leaders, children, adolescents, women and men.

Asylum-seekers made a number of suggestions on ways to improve their living conditions and foster a more normal existence. Group interviews noted the lack of availability of mental health services and daytime activities. Meals frequently did not take into account cultural and traditional norms. Asylum-seekers lacked adequate information about asylum procedures and access to legal processes. The scarcity of interpretation services meant that medical care as well as legal counseling were in reality inaccessible due to severe language difficulties.

Asylum-seekers expressed many concerns about their children's needs. Nursing mothers complained about insufficient food and the infrequent milk rations. Diapers and baby food were in short supply. Many elementary schools were unwilling to enrol asylum-seeking and refugee children because of their limited Hungarian language abilities.

The findings of the participatory approach inspired changes and a new spirit of openness. Together with asylum-seekers, government officials and other partners concluded that more should be done for orientation, language and vocational training, especially for newly recognized refugees. Meals are now planned, taking into account specific needs, including for children. Local school directors and officials met to discuss asylum-seeker children's enrolment and retention in the face of language challenges. A project for creating protection information leaflets was launched by UNHCR. The Hungarian Government has appealed for funds to refurbish the refugee reception centre services and provide round-the-clock social service facilities.

In the food and nutrition sector, UNHCR will improve its surveillance of priority areas such as malaria, other communicable diseases and childhood illnesses. UNHCR will improve the quality and use of nutritional assessments by strengthening its strategic partnership with WFP as well as through training, workshops and joint assessment missions. For water and sanitation, the Office will pilot new technical equipment and material, including chlorine production kits. UNHCR will fine-tune standards for shelter design and physical settlements, based on local practices and construction methods.

High Commissioner's special projects

In 2007, UNHCR identified serious gaps in health and nutrition standards among people of concern in four African and three Asian countries. Several special projects – primarily technical support to field operations; were developed to address gaps in reproductive health; malaria prevention and treatment; nutrition and provision of micronutrients; child health; water and sanitation; and programme assessment, monitoring and evaluation.

The High Commissioner has approved a financial allocation to improve health and nutrition programmes in Eastern Sudan, Ethiopia, Djibouti, Kenya, Nepal, Bangladesh and Myanmar through 2009. In these operations, UNHCR is committed to continue its capacity building for staff and partners, deployment of technical experts and strengthening of partnerships with UN sister organizations such as WFP, WHO, UNICEF, UNFPA, as well as other actors.

Avian and Human Influenza preparedness and response

In 2006, Avian and Human Influenza (AHI) has been recognized as an emerging global threat. Refugees and other displaced persons; particularly those accommodated in camps – would be particularly vulnerable should a human influenza pandemic occur. Poor living conditions combined with high population density rates, close cohabitation with livestock, poor nutrition and hygiene, and remote camp locations are all risk factors. These factors are exacerbated by the difficulties frequently encountered when refugees and displaced persons seek to access public health services.

In 2007, UNHCR launched basic prevention and pandemic mitigation activities in refugee camps which accommodate more than 5,000 persons. In 2008 and 2009, UNHCR along with UN sister agencies will advocate with host governments to include refugees in their national AHI plans, including in their surveillance measures. A Supplementary Programme Budget to support preparedness and response is being finalized.

The environment

Mitigating the environmental impact of refugee and returnee operations is a key mechanism to safeguard asylum and facilitate coexistence between refugee and host communities.

UNHCR will promote environmental management through technical support to field operations, thereby reducing the risk of environmental degradation. Efforts will be made to promote the use of environmentally-friendly shelter construction and heating systems to minimize deforestation. In selected country operations, environmentally-sound agricultural techniques and land-use design will be introduced. In more protracted operations, rehabilitation measures will be pursued.

Environmental education and awareness activities will be held for children, youth and adults to promote positive behavioural changes and effective natural resource management. These activities will target protracted refugee situations in selected African countries and Asian operations. Training will improve the implementation of *UNHCR's Environment Guidelines* (1997, 2006).

In partnership with other United Nations agencies and other partners, UNHCR will participate in the global ongoing efforts to mitigate climate change, aimed at reducing greenhouse gas emissions and maximizing energy efficiency.

UNHCR will continue its partnerships with World Conservation, CARE International, Southern Alliance for Indigenous Resources and UNESCO in country operations. UNHCR will strengthen its collaboration with UNEP, OCHA, UN-Energy and WMO on policy development concerning climate change and environmental disasters.

HIV and AIDS

In 2008-2009, UNHCR will continue to implement prevention, care and treatment programmes for people affected by HIV and AIDS and advocate that people of concern are included in national HIV plans. UNHCR provides technical support to selected operations through contributions of staff, training and other resources.

UNHCR seeks to appropriately respond to situations, including through culturally-appropriate communication strategies. Whereas emergency settings may necessitate medical or programmatic interventions, in stable or protracted situations the Office assumes a monitoring and evaluation role. In return areas, UNHCR advocates for access to national health programmes, in coordination with sister UN agencies and with governments.

In 2008-2009, activities will target young people and refugee women, seeking to address risk factors associated with SGBV and substance abuse. Information, such as education materials, will be disseminated to high-risk groups. UNHCR will strengthen its technical capacities and support HIV programmes for internally displaced persons, pursuant to the Office's IDP strategy and as a co-sponsor of UNAIDS. Further information is included in the chapter *Policy priorities* in Part I.

Emergency-related projects

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

Promotion of refugee law and advocacy

The Promotion of Refugee Law and Advocacy Project will continue to boost the operational protection capacity of UNHCR staff, governmental and non-governmental partners at the global and regional levels.

UNHCR will promote 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, and Spanish at the International Institute of Humanitarian Law (IIHL) in San Remo, Italy. During 2008, UNHCR will devolve responsibility for the administration, substance and coherence of future refugee law courses to IIHL, through the recruitment of an IIHL staff member who will oversee the continuation of these courses.

The Office will also disseminate refugee protection principles at training events organized by other UN agencies and NGOs. In relation to IDPs, UNHCR will coordinate and publish an inter-agency handbook to support the protection cluster goal of a more predictable, accountable and effective humanitarian response to IDP needs.

Resettlement projects

This fund is used primarily to deploy additional staff to operations where existing capacity is unable to meet resettlement processing needs. Particular attention is given to reinforcing the regional resettlement hubs situated in Beirut and Nairobi. In parallel, efforts will be made to facilitate the transfer of a resettlement hub from Accra to the Regional Office in Dakar and similar regional support in Pretoria and Bangladesh. UNHCR estimates that it has the capacity to submit up to 60,000 refugee resettlement applications in 2008. For further information, refer to Part I: *Finding durable solutions*.

The UNHCR-International Catholic Migration Commission (ICMC) resettlement deployment scheme will continue to deploy skilled resettlement specialists to increase field operational capacity to identify and interview refugees in need of resettlement. For further information, refer to Part I: *Finding durable solutions*.

Protection-related projects and voluntary repatriation

The **Strengthening Protection Capacity Project (SPCP)** will help States and communities build the capacity to protect refugees and others of concern to find solutions for them. Using a multifunctional team approach within UNHCR and with partners; such as governments, international organizations, members of civil society, refugees and others of concern – the team will coordinate the development of activities to address protection gaps. Activities will address countries in Eastern Europe, East Africa and one country in Asia. Projects which have been developed but await financial support include those in Bolivia, Burundi, Costa Rica, Ecuador, Egypt and Yemen.

The **Refugee Status Determination (RSD) Project** oversees the implementation of UNHCR's global status determination activities which are conducted in some 80 countries. The Unit is tasked with ensuring that RSD standards are improved and harmonized throughout the world. Nearly 90 per cent of all submitted applications are concentrated in fifteen countries including: Cameroon, Egypt, Hong Kong, Jordan, Kenya, India, The Islamic Republic of Iran, Lebanon, Malaysia, Morocco, Pakistan, Syrian Arab Republic, Thailand, Turkey and Yemen.

UNHCR field offices are often confronted with refugee emergencies or sudden increases in asylum applications. The RSD Unit supports operations and Regional Bureaux to determine whether RSD is, or remains, an appropriate protection response and, if so, how best to integrate it into the overall protection strategy of the Office.

A significant component of the RSD Unit's work involves the deployment of RSD Consultants and UNVs to field offices to provide expertise and additional staffing. The RSD Unit, in the context of the 10-Point Plan of Action, supports operations through mixed migratory movement or those offices which have serious operational difficulties. In particular, the RSD Unit assists offices to make more accurate projections regarding realistic case-processing time and staffing requirements, the use of appropriate case-management strategies, and regionally coordinated procedural responses.

In 2007 the RSD Unit disseminated the comprehensive RSD Learning Programme. The Learning Programme is a mandatory training for staff responsible for carrying out status determinations and addresses common weak points in RSD adjudication, such as assessing credibility, applying the exclusion clauses, writing higher-quality and more succinct RSD assessments, and preparing brief written reasons for decisions.

The **Protection Surge Capacity Project (Surge)** is designed to reinforce UNHCR protection response capacity in field operations. The scheme rapidly deploys experienced protection officers for missions which can be extended up to eleven months. Areas of intervention include key protection functions such as border monitoring, registration, statelessness, prevention and response to SGBV, detention monitoring, voluntary repatriation, local and re-integration in refugee and IDP contexts. In addition to the general protection roster, two sub-rosters are maintained for gender and registration. The rosters are regularly updated to ensure diversity of languages, nationalities, skills/knowledge and experience of its members. UNHCR liaises closely with the office of the International Rescue Committee in Geneva, whose staff manages the Project's administrative procedures.

The **Protection Operations and Legal Advice Section** commissions research papers, and assessments that provide a sound research base on all aspects of international protection. UNHCR uses this research to develop and draft legal positions, formulate guidelines and provide in-house legal and policy support to the Regional Bureaux, country operations and States. In 2008-2009, two handbooks will be launched, including the *Handbook for the Protection of Women and Girls* and a new version of the *Handbook on Voluntary Repatriation*. Additional guidelines will be issued in the series *Guidelines on International Protection*, which complement UNHCR's *Handbook on Procedures and Criteria for Determining Refugee Status*.

The **Promotion of Refugee Law and Advocacy Project** provides field operations, governments, the judiciary, NGOs and legal practitioners with access to relevant protection information, support and procedural guidance. To improve decision-making quality and

analysis, efforts are made to ensure the accuracy, reliability, objectiveness and accessibility of protection information. Training for staff will stress the correct application of international standards.

To guarantee that comprehensive, objective, balanced and credible protection information is easily accessible to refugee decision-makers and to increase awareness, UNHCR designed a new platform for Refworld, freely available at www.refworld.org. The Section will improve the system with customizable features, regular information alerts and by establishing new information agreements with selected external information providers.

In close cooperation with the respective Regional Bureaux, UNHCR will continue coordinating and conducting research on asylum and country position papers. This task includes writing, editing, and coordinating reports, including commissioning by external experts and specialized networks (such as Writenet). Regular contacts are maintained with relevant counterparts such as States party to the 1951 Convention and with international fora, such as the Inter-Governmental Consultations (IGC), the European Network for Asylum Practitioners of the European Commission (EURASIL), the UK Advisory Panel on Country Information (APCI), and the European Country of Origin Information Network (ECOI).

The **Voluntary Repatriation Project** assists a limited number of individual refugees and their dependants to voluntarily return to their countries of origin, from any country of asylum in the world. The fund is accessed by field offices that do not have other available resources to provide this assistance, either due to the small size of a country operation or an unexpected demand for voluntary repatriation. This global programme, although small, ensures that UNHCR globally can assist any individual case who approaches the Office with a voluntary request to repatriate.

Research, evaluation and documentation

The **Policy Development and Evaluation Service (PDES)** provides global policy advice and manages the evaluation function. Further information can be found in the *Headquarters* chapter on the CD-ROM.

Training-related activities

Following an evaluation completed in 2007 analyzing the role of community services in field operations, UNHCR held regional training to support staff and partners to implement the 2007 manual *A Community-Based Approach in UNHCR Operations*. In 2008, a facilitator guide will be launched to improve training and strengthen the operational capacity to implement community outreach strategies and individual case management

systems. Further support will also be given to selected countries on community-based psychosocial responses and peace education.

Refugee registration and IDP profiling

Modernizing UNHCR's registration system and documentation standards and tools remains an organizational priority. In 2008 and 2009, UNHCR will continue supporting field operations in registration and documentation. Main activities will include:

- Continued implementation of the registration database system, *proGres*, to additional country operations. Selected governments and non-governmental organization partners will also be added;
- Provision of equipment and support for the issuance of secure photographic identity cards;
- Use of biometric fingerprint techniques in selected countries operations to improve accuracy and avoid fraud;
- Provision of temporary on-site support to assist country operations involved in registration operations to meet the registration standards;
- Continuing enhancement of *proGres*, as well as the production, translation and distribution of user guides and other self-study training materials for the refugee registration and documentation;
- Targeted support to IDP profiling exercises undertaken within the framework of inter-agency collaboration.

UNHCR will also maintain and replenish the emergency stockpile of registration items to cover the need of 500,000 people of concern.

Data management

UNHCR seeks to improve its performance in pursuing protection and assistance through a results-based management strategy. To do so requires the Office to produce reliable protection and socio-economic data which quantifies the needs and well-being of people of concern. A "Field Support in Information Management" project aims to give country operations access to operational guidance and support. Data management improvements will assist in gathering, analyzing, disseminating and sharing information regarding populations, indicators and spatial information. Specific support – through implementing partners or consultants; will help country operations undertake or improve information collection, data management, population profiling and mapping.

In 2008, the systematic use of standards and indicators will be further enhanced through the development of specific indicators for IDPs. Standards and indicators will also be devised for operations in industrialized countries.

Subsequently, these elements will aid in refining UNHCR's procedures for assessing needs globally.

Within this framework, in 2008 and 2009, UNHCR will maintain its focus on strengthening staff skills and field offices' capacity in operational data collection and management. The Operational Data Management Learning Programme will provide staff with skills in accurate data collection, presentation and analysis. The Office will also develop an operational web-portal, the UNHCR digital library and continue publication of UNHCR statistical reports.



Myanmar. Returnees making pots in Buthidaung town.

Public information and media projects

A new Communications Group will increase awareness of refugee issues and strengthen strategic planning through targeted use of various types of messages and media. The Group will focus on strengthening internal communications, particularly in emergency situations, mixed migration flows, protracted and emerging refugee situations. In addition, UNHCR is maintaining an information network, providing relevant, timely and accurate information through various media such as television, print and web platforms. Open daily, the UNHCR Library and Visitors' Centre informs the public about the plight of refugees around the world and about UNHCR's humanitarian action.

Education projects

In 2008 and 2009, UNHCR will implement three projects aimed to improve access to, and retention of, children and youth in education. These include educational activities in all operational phases, from emergencies to local integration and reintegration.

In 2008 and 2009, through the *Education for All* project, UNHCR will support countries with low enrolment rates to develop targeted action plans to strengthen access to education and student retention. To improve the safety and quality of education, UNHCR will disseminate the *2007 Guidelines on Safe Learning Environments*, develop training modules and conduct regional seminars as well as lead an inter-agency initiative on safe learning environments. The initiative will provide technical and financial support to priority countries where the lack of a safe learning environment causes children to leave school early.

UNHCR will play an active role in the global Education Cluster to foster education in emergencies and to facilitate regional workshops on the Minimum Standards in Education in Emergencies, Chronic Crises and Early Reconstruction. A revised set of *UNHCR Education Field Guidelines* – expected to be adopted in 2008; will provide guidance on education in different operational

contexts (camp-based and urban), different people of concern (refugees and IDPs), and in all phases of UNHCR operations (emergencies to durable solutions). The revised guidelines will be disseminated through regional workshops.

Technical field support missions will train staff on minimum standards in education, provide recommendations and support improved enrolment and retention rates among children and adolescents. Vocational training programmes for at-risk adolescents in West Africa will be expanded to other countries. The scholarship programme formerly known as the Houphouet-Boigny Peace Prize will be mainstreamed in country annual budgets in 2008. In 2007 this project permitted a hundred female students in Ghana and Uganda to complete their secondary education.

The German-funded *Albert Einstein German Academic Refugee Initiative (DAFI) scholarship programme*, which provides educational opportunities at university level for young refugees in more than 35 countries, will continue in 2008 and 2009. The main aim of the DAFI Programme is to contribute to refugees' education as part of a broader UNHCR strategy to promote self-reliance and durable solutions. DAFI provides refugees with higher education, which can contribute to the reconstruction and rehabilitation processes of their home or asylum country. During its 15 years of implementation, the DAFI programme has supported some 4,800 students. Over 93 per cent of those repatriated found work and are currently employed. An estimated 83 per cent of those who integrated in their country of asylum are working, eight per cent continue their education at the university level, and some nine per cent remained unemployed. Approximately 1,100 students receive DAFI scholarships every year, with girls' participation having increased from 21 per cent in 1993 to 43 per cent in 2006.

In 2008 and 2009, UNHCR plans to identify and select 1,500 students each year to support their post-secondary education. Special measures undertaken by country operations will pursue gender parity among

the selected DAFI students. The revised DAFI policies and guidelines finalized in 2007 will be disseminated at field level.

The “ninemillion.org” campaign project launched in 2006 increases awareness about refugee children and raises funds for education and sports activities for refugee youth. In 2007 the campaign supported education and sports activities in Thailand, Azerbaijan and Uganda. In 2008 and 2009, UNHCR plans to expand the project to situations including Iraq, Colombia, Somalia and Darfur. UNHCR will assess the impact of educational and sport activities on children’s participation in school. In particular, the research will look into refugee girls’ access, enrolment and retention in school as well as the impact on communities in which children attend school.

UNHCR will pilot a new comprehensive multi-sectoral approach called Education (Plus). This initiative will strengthen educational programmes to help children reach their full potential. Special efforts will be made to promote safe and quality education, girls’ participation, post-primary opportunities and additional activities such as life-skills training and sport programmes.

Linking humanitarian assistance to longer-term development

In its search for durable solutions, UNHCR seeks to ensure that refugees, IDPs and returnees become active participants in finding solutions and productive members of their communities. UNHCR recognizes that social and economic self-reliance is an essential element of durable solutions. Moreover, UNHCR tries to ensure that refugees, IDPs, and stateless people in protracted situations have a chance to become self-reliant while waiting for durable solutions.

Technical support, capacity-building and information-sharing are helpful inputs when seeking to improve self-reliance and livelihood opportunities for populations of concern during displacement and in the context of durable solutions. In situations where refugees and IDPs are in transition, UNHCR can support them through staffing, training and updated tools to assist in the planning for early recovery and durable solutions. To ensure sustainability, project design must take into account regional and cross-border strategies.

UNHCR will support inter-agency initiatives with the help of specialized consultants and participate in the early recovery cluster. Partnership workshops and training sessions will create an environment for improved cooperation. Along with UN and NGO partners, UNHCR will maintain a roster of technical consultants experienced in refugee livelihoods, self-reliance, durable solution strategic planning, as well

as the design and implementation of local integration and reintegration operations.

The Women Leading for Livelihoods (WLL) initiative seeks to improve the lives of refugee women and girls, including in education, skills training and livelihoods. WLL includes a monitoring and evaluation component. In the early phase, external staff, publication material and seed money will be needed.

Programme support activities

Division of Operational Services

Emergency and Support Services

For details concerning the emergency-related programme support activities – such as the eCentre, emergency relief item procurement, and emergency management workshops – please refer to the chapter *Consolidating a strengthened emergency response* in Part 1.

Supply Management Service

Goods procured internationally will be insured during their transport and in fifteen major warehouses. UNHCR will cover the fleet maintenance costs for 240 vehicles which are situated in the Dubai stockpile.

Division of Information Systems and Telecommunications (DIST)

The Division will finalize the human resources and payroll modules of the Management Systems Renewal Project (MSRP), which will be subsequently deployed to field operations. In 2008 DIST will be involved in piloting UNHCR’s results-based management system (FOCUS) and developing an interface with MSRP in selected country operations. Enhancements to PeopleSoft will continue in 2008-2009 through a frame agreement for software development, necessitated by, among other things, UNHCR’s upcoming adoption of the International Public Sector Accounting Standards (IPSAS).

UNHCR’s registration database, *proGres*, is in use in 54 countries in 161 different UNHCR sites. Field implementation of Version 3 will begin in 2008, along with work on performance and usability improvements. The *proGres/BioRegistrator* fingerprint application has been added to the system in six UNHCR country operations. UNHCR also supports the use of *proGres* by selected government partners.

DIST will evaluate new technologies to upgrade UNHCR’s information and communications technology (ICT) infrastructure in 2008. VSAT services will be

expanded to provide a range of solutions matching the diverse needs of field offices, focusing on remote access to UNHCR applications and the needs of mobile users.

The Division's field presence will be augmented by transferring technical staff to the field. In particular, the Telecommunications Section will move from Geneva to Dubai in 2008 with a view to improving emergency response capacity, and working more closely with other co-located UN agencies.

DIST will complete the installation of ICT infrastructure for the Budapest Service Centre and will expand the operations of the two hubs of the Global Service Desk in Geneva and Kuala Lumpur during 2008. These Service Desk hubs provide a single point of contact for first-level support to all UNHCR technology users. The use of commercial partners for service desk support is under review. Further integration of field-based staff into the global support process will be expanded, while DIST will develop technical training using cost-effective methods, including distance learning.

Division of Human Resources Management

In 2008 and 2009, DHRM will target activities supporting organizational reform or those identified for review by the Office of the Inspector General. These include:

UNHCR's Performance Management System: A comprehensive revision is under way, including a new Competency Framework, streamlined procedures and revised forms. Upon finalization in early 2008, the revised system will be incorporated into MSRP's e-Performance module, which will greatly increase efficiency and reporting. Global implementation will begin in the second quarter of 2008; all staff will complete their 2008 performance reports using the new system.

360-degree multi-rater exercise: The Staff Development Section (SDS) will continue to encourage senior staff to use the 360-degree multi-rater tool, which is a first step to demonstrate management's commitment to providing and receiving candid performance feedback. The process includes individual coaching sessions and support in developing an "individual development plan".

Staff training: The Management Learning Programme aims to develop fundamental managerial skills that all managers are required to demonstrate. The Strategic Learning Programme, designed for senior managers, is a four-month programme to develop the strategic managerial competencies required to achieve the

operational goals and mandate of UNHCR. In 2008-2009 UNHCR also plans to nominate a limited number of senior managers to attend the UN Senior Manager Network Leadership Development Programme. In 2008 UNHCR will incorporate evaluation and impact assessment tools in many of its learning programmes. The assessment results will help staff development teams to: 1) identify content, learning design and materials that require revision; and 2) substantiate the impact of their learning initiatives. The MSRP Enterprise Learning Management (ELM) module offers resources to assist training providers in design, delivery, evaluation and real-time reporting. This MSRP module will be built and fully implemented by 2009. Additionally, SDS will offer a variety of learning opportunities using blended and distance-learning methodologies, including writing skills, languages, learning facilitation, several e-learning courses and a reinforced induction and orientation programme. These activities enable staff worldwide to strengthen their core, generic, functional and managerial competencies.

Staff development and assessment: SDS has prepared a draft Management Assessment model and tools which will rigorously assess staff aspiring to key senior management positions. In 2008, UNHCR will pilot the tools and full implementation is planned for 2009. Based on the results of the learning needs assessment undertaken in 2007, SDS will lead a strategic review of UNHCR's learning framework, including discussion of needed learning priorities, programme development, funding and the role of SDS. In parallel, training providers will adapt learning activities to staff needs to ensure a more effective use of learning resources.

Voluntary separation: As part of the organization's restructuring, DHRM has established Voluntary Separation and Early Retirement Programmes in agreement with policies established by the High Commissioner. These special programmes will give priority to staff affected by institutional reforms, setting criteria and timeframes for requesting voluntary separation.

Special staff costs: The High Commissioner has put special emphasis on the posting of staff currently between assignments. The Divisions, the Appointments, Posting and Promotions Board (APPB) and managers are collaborating to ensure that in 2008 and 2009, staff members between assignments are offered posts corresponding to their grade and competency profile. Recent changes to internal rules and procedures include a provision designed to facilitate the posting of staff without posts. In the meantime, staff between assignments and not charged to a particular post are charged against a special account.

Budget (USD)							
Activities	2007			2008			2009
	Annual Programme Budget	Supp. Programme Budget	Total	Annual Programme Budget	Supp. Programme Budget	Total	Annual Programme Budget
Operational activities							
Avian and Human Influenza emergency	0	9,300,000	9,300,000	0	0	0	0
Education projects	2,599,503	0	2,599,503	2,460,000	0	2,460,000	2,520,000
Emergency-related projects	4,816,000	127,000	4,943,000	3,558,560	0	3,558,560	3,358,560
Environment	532,800	0	532,800	440,000	0	440,000	440,000
Global cluster (IDP programmes)	0	9,810,625	9,810,625	0	1,834,755	1,834,755	0
Health-related projects (HIV and AIDS)	1,962,867	37,500	2,000,367	1,847,470	0	1,847,470	1,962,867
Linking humanitarian assistance to long-term development	207,972	0	207,972	187,175	0	187,175	177,816
Refugee women, children and adolescent	0	0	0	790,000	0	790,000	400,000
Promotion of refugee law and advocacy	221,960	0	221,960	221,960	0	221,960	221,960
Protection-related projects / Voluntary repatriation	2,998,317	0	2,998,317	2,985,976	0	2,985,976	2,985,976
Public information / Media projects	9,727,474	0	9,727,474	12,947,167	0	12,947,167	18,799,351
Improving life-sustaining sectors	798,399	0	798,399	455,760	0	455,760	455,760
Registration / Project Profile	848,000	0	848,000	759,000	0	759,000	751,000
Research / Evaluation and documentation	150,000	0	150,000	306,500	0	306,500	550,000
Resettlement projects	2,273,265	0	2,273,265	2,273,265	0	2,273,265	2,273,265
Training-related projects	190,000	0	190,000	190,000	0	190,000	190,000
Miscellaneous ¹	2,796,410	651,044	3,447,454	3,455,000	0	3,455,000	2,017,000
Sub-total operational activities	30,122,967	19,926,169	50,049,136	32,877,833	1,834,755	34,712,588	37,103,555
Programme support activities							
Division of International Protection Services							
Resettlement field support	100,000	0	100,000	100,000	0	100,000	100,000
Global cluster (IDP programmes)	0	256,630	256,630	0	934,304	934,304	0
Division of Information Systems and Telecommunications ²	6,584,921	0	6,584,921	4,502,556	0	4,502,556	6,307,215
Division of Operational Services							
Emergency Support Service	15,965,712	367,500	16,333,212	17,174,448	0	17,174,448	17,124,528
Global cluster (IDP) field support	0	587,988	587,988	0	0	0	0
Division of Human Resources Management							
Training of UNHCR staff	3,267,000	0	3,267,000	3,285,880	0	3,285,880	3,482,506
Special staff costs including voluntary separation	10,296,187	0	10,296,187	10,000,000	0	10,000,000	9,000,000
Sub-total programme support activities	36,213,820	1,212,118	37,425,938	35,062,884	934,304	35,997,188	36,014,249
Grand total	66,336,787	21,138,287	87,475,074	67,940,717	2,769,059	70,709,776	73,117,804

¹ The 2008 budget includes non-refugee legal matters (USD 70,000), NGO liaison and support (USD 185,000), ninemillion.org (USD 750,000), standards and indicators (USD 465,000), insurance and inspection costs (USD 350,000), and Assessment Centre Project (USD 1,635,000).

² The 2008 budget includes fixed costs for field offices (USD 1,070,036), ICT project costs (USD 2,769,020), ITS user services and telecoms support for the field (USD 663,500).

Note: The Supplementary Programme Budget excludes a 7 per cent support cost that is recovered from contributions to meet indirect costs for UNHCR.