

GLOBAL OPERATIONS

In its efforts to ensure the protection of refugees and other displaced persons, and to seek solutions to their problems, UNHCR undertakes a range of activities of a global or regional nature which are budgeted and managed at Headquarters. UNHCR's Global Operations can be divided into three categories: Policy Priorities, Programme Support Activities and Other Activities.

POLICY PRIORITIES

Refugee Women

Women and children constitute the overwhelming majority of refugees and other people of concern to UNHCR. The organisation remains committed to upholding the human rights of refugee women, to ensure that they receive equal and fair treatment. In 2000, UNHCR will continue to address gender inequality by providing basic skills training, literacy and management skills, to build women's self-confidence and enable them to participate as decision-makers in their families and communities. In addition, women's rights awareness training is planned for both refugee women and men.

A major objective for 2000 remains the incorporation of a gender equality dimension into all of UNHCR's programmes and activities. An important way in which this can be achieved is through staff training. Over the last ten years the concept of People Oriented Planning (POP) has provided UNHCR and its partners with a framework for analysing the different experiences of men and women refugees, returnees and internally displaced people. Both POP and gender analysis will continue to be included in major staff training programmes. In addition, gender training will gradually become an integral part of new learning programmes introduced by the Staff Development Section.



The recent conflicts in Kosovo, Sierra Leone and East Timor showed once again that gender-based violence is an integral component of war and armed conflict. Even after they have found sanctuary, refugee women and girls remain at risk of abuse. In addition, in many refugee communities women often experience increased violence within the family due to the pressures and stress of exile.

UNHCR will continue to implement programmes to prevent sexual violence against women and adolescent girls, and to provide culturally sensitive psycho-social and health care to assist victims of gender-based violence. In order to respond to and prevent violence against women, work needs to be carried out in different sectors. This means involving staff from UNHCR and implementing partners, but also local officials, police, teachers, health professionals and refugee men and women themselves.

Encouraging the participation of women in conflict resolution and in the peace building process is firmly on UNHCR's agenda for 2000. Women's peace missions to Eritrea and Ethiopia are planned. In Sierra Leone, the role played by women in bringing about peace will be developed so as to ensure that they are not marginalised now that the fighting has ceased. UNHCR will continue to participate in inter-agency activities to strengthen women's expertise and skills in conflict resolution and peace negotiations.

The General Initiative Fund for Refugee Women was launched in 1996 as a discretionary fund to encourage innovative activities and projects that benefit refugee women by focusing on their potential. After a successful testing period, these projects are normally integrated into regular programming, allowing the Fund to become available for new projects.

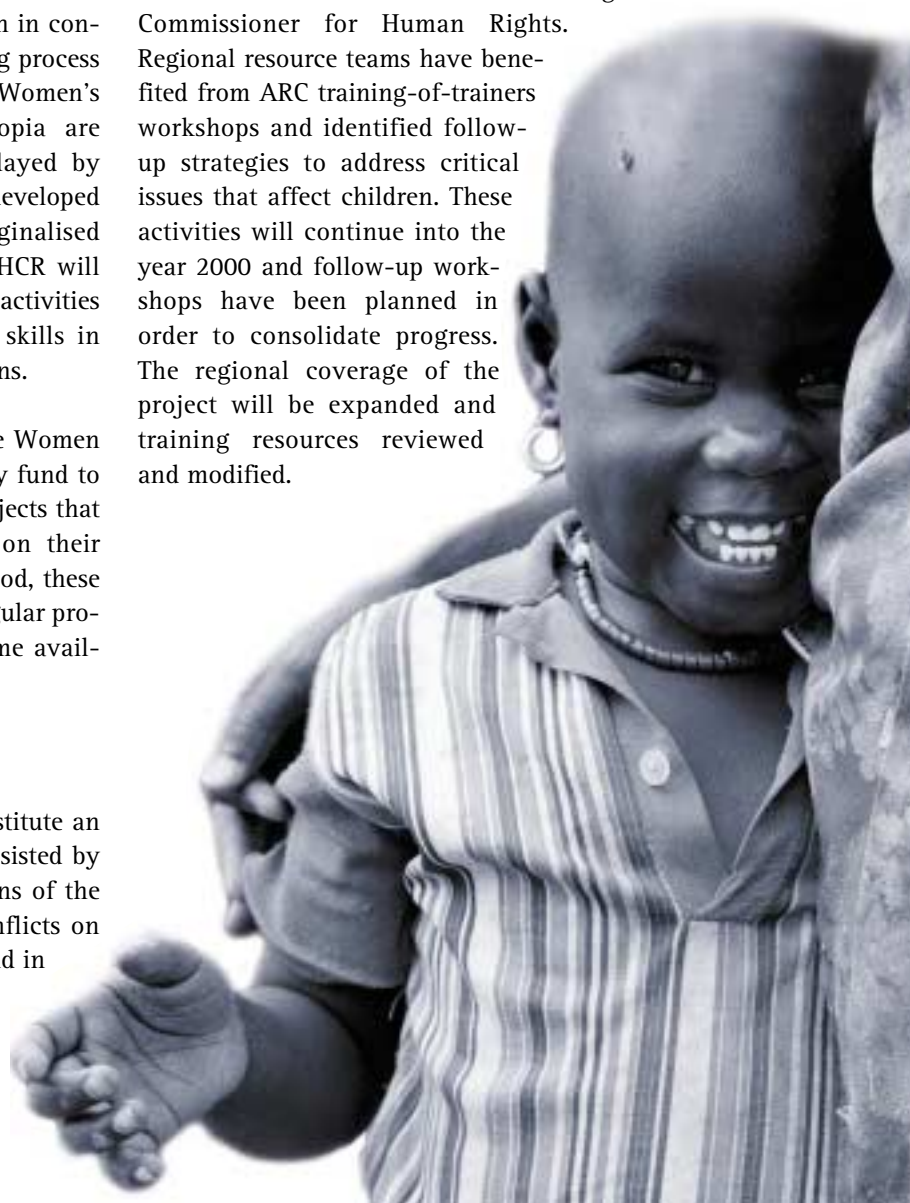
Refugee Children and Adolescents

Children and adolescents under 18 constitute an estimated 50 per cent of all refugees assisted by UNHCR. Following the recommendations of the UN Study on the Impact of Armed Conflicts on Children (the "Graça Machel Study"), and in keeping with its own commitment to children's issues, UNHCR strives to

protect children and adolescents and to address their needs. In 2000, UNHCR will continue its efforts to integrate children's issues into UNHCR's overall activities. This requires a heightened awareness of UNHCR's policy on refugee children and adolescents among the staff of UNHCR and its operational partners.

The Action for the Rights of Children (ARC) project is one of the strategies developed by UNHCR in response to the recommendations of the Graça Machel Study. Based on a comprehensive training programme on child and adolescent rights and developmental needs, it plays an important role in disseminating experience accumulated in providing protection and assistance to children in emergency situations. Established in 1997 as a collaborative initiative between UNHCR and the Save the Children Alliance, the ARC Steering Committee was expanded in 1999 to include UNICEF and the Office of the High Commissioner for Human Rights.

Regional resource teams have benefited from ARC training-of-trainers workshops and identified follow-up strategies to address critical issues that affect children. These activities will continue into the year 2000 and follow-up workshops have been planned in order to consolidate progress. The regional coverage of the project will be expanded and training resources reviewed and modified.



UNHCR believes that close collaboration with all its partners is critical in order to provide “on-the-spot” protection and assistance to children affected by war. In Europe, UNHCR will continue its involvement in the Separated Children in Europe Programme, a joint Save the Children Alliance and UNHCR initiative. The overall objective of the programme is to safeguard the rights and best interests of separated children and young people in Europe. A shared policy at national and European levels will be promoted with the support of an NGO network. UNHCR will also continue to work closely with the Office of the Special Representative of the Secretary-General for Children and Armed Conflicts (SRSG-CAC) in his advocacy role of developing a collaborative approach to the protection and welfare of children and young people affected by war.

The Peace Education Programme, which started in 1998 in Kenya and was later extended to other countries in Africa, began with the establishment of school programmes. Peace Education teachers were trained and Peace Education training materials were developed for schools and refugee community groups. They included a public awareness programme, non-formal education activities and workshops targeting different community groups (women, youth, community leaders, etc.). In 2000 Peace Education will be further developed in other countries in Africa and elsewhere. In Kenya, Peace Education will be fully integrated into the regular programme.

The Environment

The lives of refugees and their host communities depend on the quality of the surrounding environment. In a refugee situation, excessive damage to the environment, competition with local populations over scarce resources, or depletion of those resources may adversely bear on a country's decision to provide asylum to refugees. Thus, UNHCR works to protect the environment of refugee-hosting areas, as an important element in defending the institution of asylum.

UNHCR's strategy works on the principle that prevention is better than cure: thus effective planning can prevent or minimise the extent and severity of refugees' impact on their surroundings.

Indeed, early action during emergencies can avoid irreversible damage to the environment. Since environmental issues arise in all sectors, such as physical planning, shelter, water, sanitation, agriculture, livestock and forestry, UNHCR has adopted an integrated approach to environmental management. Furthermore, participation by refugee and local communities in the planning, execution and evaluation of all environmental activities will contribute to their long-term success and can minimise conflicts over the use of natural resources.



Environmental protection measures need not be complex or expensive. Cost-effectiveness can be improved if environmental concerns are addressed early and if basic economic principles are followed. Thus, UNHCR favours environmental measures which add value to natural resources and reduce dependency on handouts.

Environmental concerns are now integrated into UNHCR's planning and implementation. Consideration of environmental issues is now mandatory in UNHCR's programming, reporting and documentation. Training in environmental management is provided to UNHCR staff and that of its partners. Field environment model projects focus on themes such as environmental planning, awareness raising and environmental education, energy-saving practices and techniques, alternative sources of shelter materials, reforestation and soil erosion control measures. Monitoring of compliance with environmental policy will continue in 2000.

UNHCR has established partnerships with many agencies to enhance the effectiveness of its environmental work. The United Nations Environment Programme (UNEP) has contributed actively to the development of policy and the identification of best practice in the environmental management of refugee operations, along with UNESCO, Habitat, WFP and many NGOs.

To improve environmental management in 2000, UNHCR has two priorities: environmental assess-

ment and environmental monitoring. Sound environmental assessments are the basis of planning to prevent or mitigate the environmental impact of refugees. They lead to a better use of scarce resources, better decision-making and clearer coordination of roles in project implementation. Environmental monitoring allows UNHCR to track changes in the local environment caused by the presence of refugees and to gauge the effectiveness of its environmental actions.

PROGRAMME SUPPORT ACTIVITIES

The OMS Framework

In order to support and enhance the effective planning and management of UNHCR's operations, the new Operation Management System (OMS) was designed. OMS provides a management framework for the implementation of policies and programmes, and an Integrated Systems Project, which includes new information technology (IT) systems and managerial tools. OMS **processes and procedures** reflect what is considered best practice within the area of programme management and involve significant changes and improvements to planning and implementation. The priorities in 2000 will be to give support and guidance to staff from UNHCR and its partners in order to ensure an effective and smooth transition to the new processes.

The decentralisation of **financial services** will continue to be a high priority for UNHCR as part of its efforts to improve accountability and ensure that operations achieve their objectives. The first stage of decentralisation included the development of a conceptual framework for financial accountability, extensive training on financial management practices, the delegation of responsibility for accounts processing to offices in the field and the creation of specialised posts to provide authoritative advice on all aspects of resource management. UNHCR, moreover, is conducting a wide-ranging revision of financial policies, processes and practices that will be incorporated into the OMS framework.


The decentralisation of a number of **human resources** management activities will continue in 2000. New policies focusing on performance and

planned career management have been adopted on the posting and promotion of international staff. A more streamlined contract policy has also been adopted. In 2000, a comprehensive review will be undertaken of the vacancy management and postings system, including UNHCR's rotation policy, the role of management and the postings and promotions bodies. Consultative mechanisms and new procedures will be implemented to increase the participation of staff in matters affecting conditions of service. The Career Management System established in 1997 will be reviewed and adjusted as necessary.

The **Supply Chain** project is being developed to streamline the structures and processes that UNHCR uses to support its field operations. Creating a single and unified supply chain function for all supplies and services is a practice that is fast becoming standard in the commercial world. The Supply Chain will provide improved logistical and other services to support UNHCR's response to refugee needs and donor requirements.

The OMS Integrated Systems Project

The renewal of IT systems is a key element in improving UNHCR's operating efficiency and accountability in support of the OMS. A variety of initiatives will replace existing systems and provide the automation necessary to enact many of the OMS improvements. These initiatives have been consolidated into one umbrella project called the Integrated Systems Project (ISP) which will encourage better integration across functional areas, the use of a single IT platform and more efficient use of project resources.



The **Core Support Systems** sub-project of the ISP will introduce new IT systems and managerial tools in the areas of protection, programme, finance, supply chain, human resources and document management. It will permit a seamless transfer of data between functions and the integration of procedures into cross-functional processes through the use of one software application for all areas. This will result in increased productivity and facilitate the provision of information to management, both at Headquarters and in the field.

The **Electronic Document Management System (EDMS)** is another sub-project of the ISP. It concerns the gathering and preservation of institutional knowledge. The aim is to support staff at all locations with automated procedures for document creation, workflow, retrieval and dissemination. In addition, the EDMS will help to organise and categorise official records stored in a document repository.

The third ISP sub-project concerns the implementation of the **Information Technology Infrastructure** necessary to support the first two initiatives. This will involve the selection of new hardware, system software and a database management system. Telecommunications capabilities will be strengthened, to ensure that offices in the field benefit fully from the new systems.

Emergency Preparedness and Response

To respond effectively to emergencies, UNHCR must maintain the required resources and expertise and be able to quickly deploy these assets. This is particularly important in unexpected situations such as mass movements in unstable areas of the world, or when UNHCR's local presence requires additional resources. These efforts are coordinated from UNHCR Headquarters (through the Emergency Section within the Division of Operational Support) by providing assistance, training and expert logistical knowledge. The various mechanisms of emergency management and preparedness - Institutional Preparedness, Situational Preparedness, Emergency Response and Contingency Planning - form part of a complex set of activities that will be reinforced in 2000. Costs related to these activities are also presented as part of the budget for Training of

UNHCR staff (see Programme Support Activities) and Emergency-Related Projects (see Other Activities).

Training: Enhancing the Capacity of UNHCR Staff

UNHCR's most valuable asset is its staff. Recognising the importance of professional development and training, UNHCR has established two per cent of staff costs as the norm for its staff development budget. Although in 2000 a greater percentage of the budget will be spent on developing training programmes than on delivering them, the number of staff undergoing training is nevertheless expected to increase due to the greater outreach to the field. Training programmes will be conducted in eight different fields as follows:

The principal objectives of **Protection and Refugee Law** training are: firstly, to incorporate knowledge of UNHCR's protection functions into the work of all UNHCR staff, especially through the training of non-protection staff; secondly, to develop and deliver a set of thematic training seminars for senior managers; thirdly, to develop training tools and methods to increase specialised protection expertise; and finally, to design, develop and implement alternative methods of training.

In order to support emergency preparedness and response and to ensure that the Organisation is able to respond effectively to any emergency without delay, various types of **Emergency Management** training will be offered regularly to UNHCR staff members.

In order to improve the expertise of field offices and bureaux in programme and project management, UNHCR Headquarters will continue to organise **Programme Management** training courses, as well as courses in the relevant computer software. UNHCR's planning tool for situation assessments, the **People Oriented Planning (POP)** framework, which is at the same time an analytical tool to prevent discrimination against specific refugee groups, has become an integral part of the training content. As part of UNHCR's strategy to integrate a gender perspective into all its activities, POP materials will include a clearer explanation and understanding of gender concepts.

In support of the decentralisation of financial functions within UNHCR, a large **Financial Management** training programme has been established with the objective of allowing offices in the field to assume further responsibilities resulting from an increased delegation of authority to the regions.

The principal objectives of **Security Awareness** training are, firstly, to prepare UNHCR staff to identify and assess risks to their security, and secondly, to take adequate precautionary measures to minimise these risks. Thirdly, UNHCR's staff need to know how to react in the event of actual danger, threat or injury to themselves or their colleagues. In addition to its main responsibility of ensuring the safety of the staff in the field, the newly restructured Field Safety Section will assess and seek to ensure the security of refugees in the camps. The budget in 2000 will therefore include the training of Field Safety Advisers on refugee camp safety.

By the end of 2000, almost all of UNHCR's senior and middle managers will have been trained in People Management. The next phase of the

OTHER ACTIVITIES

Promotion of Refugee Law and Advocacy

The complex nature of recent humanitarian crises has highlighted the close relationship between refugee law, human rights and international humanitarian law. UNHCR's advocacy and promotional strategy recognises this and consistently refers to this broad body of law. In 2000 UNHCR will undertake a series of initiatives at the international, regional and national levels aimed at building up the expertise and resources of national judicial bodies, civic entities and civil society. Workshops, training programmes and other activities, particularly at the community level (where the greatest impact on civil society can be achieved) will be complemented by public outreach campaigns. UNHCR has also launched a global campaign to exhort states to adhere to the 1951 Refugee Convention and its 1967 Protocol. The two-year campaign will culminate in 2001, when the 50th anniversary of the Convention will be celebrated.

Management Development Programme is to introduce new elements such as gender sensitivity, cultural diversity and people skills, and to transform the one-off workshop approach into an ongoing learning programme. This will provide a more complete and effective understanding of the wide range of managerial tools and behavioural attributes required.

In order to support the transfer to the field of areas of **Personnel Administration**, additional coaching and training for field staff will be carried out in 2000 and a staff administration manual dealing with the entitlements of professional staff will be issued to offices in the field.

Other Programme Support Activities

These include **Headquarters support to resettlement activities in the field**, a **Voluntary Separation Programme** designed to mitigate the effects of staff reduction, preparations to deal with the so-called "**Millennium Bug**", and a **Fund for International Field Staff Housing and Basic Amenities**.

Resettlement

An overhaul of UNHCR's procedures for processing and submitting cases will take place in the year 2000, with the introduction of the Electronic Resettlement Information and Submissions System. This will result in a standard detailed electronic form, the speedy transfer of relevant information and an increased level of confidentiality. Authorised users in Headquarters and the field will have access to records of events and real-time statistics on all cases in the system, and will be able to consult the UNHCR Resettlement Handbook and other reference material. The system could also eventually be used by resettlement countries in order to minimise duplication and increase efficiency.

Advanced staff training will continue, as well as a secondment programme to broaden cooperation between UNHCR and its NGO and government partners. Regular consultations on resettlement



issues will enable UNHCR to update regional priorities and provide a forum for discussions with representatives from resettlement countries. Increased coordination will make the process of identification, submission and selection more efficient.

Various

These include activities related to the **protection** of refugees, such as the creation of roving teams to help with refugee status determination, and assistance to individual refugees in various countries for whom no specific UNHCR projects have been established. A separate project will cover costs related to **voluntary repatriation**.

Useful tools for **research and documentation** of refugee issues will continue to be developed. The next edition of *The State of the World's Refugees* will be published in December 2000. As well as providing a history of UNHCR and the global refugee problem since 1950, the book will identify some of the trends and developments that are likely to affect the work of the Organisation in the new millennium. The latest advances in information technology will be used to further develop documentation databases that offer easy access to a wide range of refugee-related information.

The UNHCR Media and Public Affairs Service will continue to mobilise moral, political and financial support for UNHCR and for the refugees themselves, by promoting better **public knowledge** and awareness of refugee issues. Printed, audio-visual and electronic **information materials**, including UNHCR's website, as well as advertising campaigns, special events and youth awareness and educational materials, are all means of influencing attitudes and behaviour towards refugees, helping to create a climate of tolerance and indirectly promoting refugee protection.

Training will be complemented by the design and production of training materials, and by a project to enable staff from UNHCR's operational partners to participate in various training programmes. Emergency management training will also be provided to government officials and personnel from NGOs and other UN organisations, as

part of UNHCR's emergency preparedness and response strategy. Other **emergency-related activities** include the storage, deployment and replenishing of emergency stockpiles of relief items, vehicles, communications and computer equipment.

The **Education Account** established in 1966 to support higher education projects is expected to be closed in 2000. Funds remaining in the account will be used to increase the number of scholarships available to particularly needy groups of refugees in Africa. Students in Ghana and Uganda will also receive **scholarships** covering school fees and living allowances from the Houphouet-Boigny Peace Prize Trust Fund.

UNHCR attaches great importance to its partnership with non-governmental organisations. Global activities in **support of NGO partners** in 2000 will include the provision of financial and technical aid, contributions towards travel and other expenses for NGO staff attending workshops and meetings, and continued support for the Partnership in Action (PARinAC) process.



GLOBAL OPERATIONS

BUDGET (USD)

POLICY PRIORITIES

Refugee Women	856,400
Refugee Children and Adolescents	917,000
The Environment	1,620,000
Sub-total	3,393,400

PROGRAMME SUPPORT ACTIVITIES

OMS Framework*	569,200
OMS Integrated Systems Project**	17,105,500
Emergency Preparedness and Response	1,351,800
Training for UNHCR staff	4,520,700
HQ's Support for Resettlement Activities	252,500
Voluntary Separation and Special Staff Costs	3,400,000
Other Programme Support Activities***	4,258,700
Sub-total	31,458,400

OTHER ACTIVITIES

Promotion of Refugee Law and Advocacy	683,000
Resettlement Projects	3,120,000
Protection-Related Projects/Voluntary Repatriation	1,350,000
Research/Evaluation and Documentation	1,862,400
Public Information/Media Projects	2,500,000
Training-Related Projects	356,000
Emergency-Related Projects	1,745,000
Education Projects	107,200
NGO-Related Projects	450,000
Miscellaneous****	2,227,000
Sub-total	14,400,600
Total	49,252,400

* Includes the development of processes and procedures.

** Includes core systems for financial services, human resources and the supply chain as well as electronic document management, information technology infrastructure and intranet services.

*** Includes staff housing (USD 700,000) and information technology services for field operations such as software development, telecommunications, email, user services, etc. (USD 3,558,700).

**** Includes follow-up to the CIS Conference (USD 600,000), regional consultations on population displacements in CASWANAME (USD 200,000), promotion of self-reliance for returnees in various African countries (USD 500,000), consultancies, insurance costs, registration/statistics, etc.