

# Global Programmes

## POLICY PRIORITIES

### Refugee Women and Gender Equality

UNHCR has for some years been working to advance the rights of refugee women and bring concern for gender equality into the mainstream of all its activities. In 2002, this strategy will involve implementing UNHCR's stated commitments to 50 refugee, displaced and returnee women from around the world who attended the June 2001 Dialogue with Refugee Women: Respect our Rights - Partnership for Equality held in Geneva. These five commitments are as follows:

- All UNHCR offices will work towards ensuring that women make up half the membership of all refugee management committees and other groups representing refugees in urban, rural and camp settings, including return areas.
- Together with WFP, UNHCR is taking measures to ensure that 80 per cent of relief food is directly distributed to and controlled by the senior female in the household.
- As protection problems are often created for women when only adult male family members receive registration documents, ration books and refugee identification cards, UNHCR will ensure individual registration of all male and female refugees. Equal participation of men and women in the registration process will also be ensured. A standardised registration mechanism will be developed to include a gender equality perspective.
- In many situations, the provision of sanitary materials serves to promote girls' continued school attendance and enable women to participate in decision-making. UNHCR is committed to providing sufficient and appropriate sanitary materials for all women and girls of concern to the Office.
- Recognising that sexual and gender-based violence continue to be a severe impediment to the advancement of women and the enjoyment of their rights, UNHCR will develop integrated country-level strategies to address vio-

lence against refugee women, including domestic violence. In 2002, the existing guidelines on Preventing and Responding to Sexual and Gender-based Violence, which are based on field experience, will be revised and tested worldwide with UNHCR staff, partners, local government, police, teachers, health care providers, and refugee men and women.

The fulfilment of some of these commitments will be a great challenge, which UNHCR will approach at the operational level through continued training and other ongoing activities such as literacy and rights awareness training for refugee, returnee and IDP women, an awareness campaign on the role of men in promoting gender equality and gender analysis, and community mobilisation training for UNHCR and implementing partner staff. In addition, in 2002, UNHCR will gather and disseminate good practices in the implementation of these five key areas. These activities aim to address the subordinate status of women and the barriers to their empowerment, recognising that women are not helpless or passive recipients of assistance but are partners in finding solutions to their situation.

In 2002, UNHCR will expand the team of Regional Advisors for Refugee Women and Gender Equality and their regional gender networks to West Africa and Asia. In addition, two countries, one in Africa and another yet to be determined, will be selected for a year-long multi-sectoral pilot project to adapt programmes in ways that will improve the situation of women

Burundi: Rwandan women in Mugano camp in vocational training classes.  
*UNHCR/ A. Hollmann.*



and promote gender equality. A gender co-ordinator will be appointed in both these countries. Funding will be made available for the implementation of a multi-sectoral project aiming to address the role of women as peace-builders by supporting the participation of women in conflict resolution, promoting income generation for women in non-traditional areas, and engaging men in the promotion of equality. The main theme of World Refugee Day in 2002 is Refugee Women; several events will take place to celebrate the occasion.

People Oriented Planning (POP) training is an important tool for raising awareness about the gender equality among UNHCR staff and implementing partner staff. Recently, this training package was strengthened to include gender awareness, gender analysis and the empowerment of women. The updated training package was tested with a group of refugee women whose input has been used to further improve the training. In 2002, a three-month Gender Learning Programme that builds on the current POP and gender awareness training will be developed. This programme will provide staff with more in-depth knowledge of the issues involved in promoting gender equality and will provide opportunities for participants to work on projects to advance the rights of refugee women. The Gender Learning Programme will complement the Management, Protection and Operations Management Learning Programmes.

The General Initiative Fund has been revitalised and integrated into the project called Activities for Mainstreaming Gender Equality. Funds will be offered to support projects that focus on refugee women as dynamic actors, with a view to integrating these activities into the regular programme in 2003. Several project proposals have been received for 2002, and cover such issues as: women's economic empowerment in the Democratic Republic of the Congo; training of refugee women as nursing and teachers' aides in Egypt; and responding to domestic violence in refugee communities in Russia. Other activities may

include micro-credit, business development, literacy, numeracy and negotiation skills training to improve women's ability to provide for themselves and their families as well as the promotion of refugee women in the peace building process.

### Refugee Children, including Adolescents

Nearly half of the population of concern to UNHCR is under the age of 18. A continued organisational priority for UNHCR in 2002 will be to meet their protection and assistance needs. While concerns vary between regions and situations, UNHCR will focus globally on the following critical issues: separation, sexual exploitation, violence and abuse and the closely related problem of HIV/AIDS, military recruitment, education, and the specific needs of adolescents. Other issues which will require particular attention in specific regions or situations include, for example, birth registration. In addition to pursuing the 1997 Machel Follow-up Strategy, the Office will develop a Plan of Action, incorporating the recommendations of the 2001 independent evaluation of the impact of UNHCR's activities in meeting the rights and protection needs of refugee children.

The Senior Co-ordinator for Refugee Children based at Headquarters and the four Senior Regional Advisors for Refugee Children in Abidjan, Ankara, Damascus and Nairobi will continue to work towards effective mainstreaming of children's issues at all stages of the operations management cycle, through targeted activities such as for separated children, policy and technical advice as well as support. A fifth Senior Regional Advisor based in Brussels will continue to focus on the rights and needs of separated refugee and asylum-seeking children in Europe. The project entitled Advocacy and Support for Protection and Care of Refugee Children will provide the framework and funding base for the Senior Co-ordinator and her Unit to promote advocacy, field support and collaborative efforts to strengthen the protection of and assistance to refugee children.

Eritrea: Recreational activities for IDP children. UNHCR/P. Joynson-Hicks.







Sierra Leone: IDPs and Refugees from Guinea. Gender equity being promoted by the Forum for African Women Educationalist Girls Centre in Grafton, near Freetown. *UNHCR/ L. Taylor.*

In 2002, the Office will emphasise the importance of education from the very onset of an emergency, as an important tool for the protection of refugee children, including adolescents. An educational response during a refugee emergency requires readiness. This involves stand-by arrangements with key organisations, including the Norwegian Refugee Council and Save the Children, for the rapid deployment of experienced Education Officers. In 2000, the Inter-Agency Network for Education in Emergencies (INEE), an open network of UN agencies, NGOs, government partners, practitioners and researchers, was established to enhance co-operation in emergency education. INEE has been working towards defining guidelines and indicators acceptable to all parties, exploring the certification of refugee students and teachers and creating a range of learning materials for emergency education. UNHCR is part of the Steering Group and works within this framework.

The Office will also pursue training and capacity-building through the Action for the Rights of Children (ARC), a joint initiative by UNHCR and the International Save the Children Alliance, later joined by UNICEF and OHCHR. ARC is a rights-based training programme aimed at increasing the capacity of UNHCR, governments, NGOs and other partners to protect and assist children from the emergency phase onwards, until a durable solution is found. In 2002, the Save the Children Alliance will take over the main management of ARC. UNHCR will continue to provide financial support and to be involved in promoting the wide application of the resource packs within the organisation, disseminating ARC material to partners, advocating its use and participating in training and follow-up activities in the field. The Separated Children in Europe Programme (SCEP), which began in 1998, will provide training and capacity building as well as advocacy, notably in relation to the EU asylum harmonisation process. An expert seminar on the best interest of the child is planned for 2002.

In 2002, refugee children will be one of the key themes in the ongoing Global Consultations on International Protection. The concerns of children, including adolescents, will also be reflected in related areas, such as community development, gender-based violence, gender equality and reproductive health. UNHCR will continue to provide substantive inputs for and will participate in the 2002 UN Special Session on Children postponed from September 2001. The Office will also participate in the Geneva-based NGO Sub-Group on Children in Armed Conflict and Displacement and in the Inter-Agency Working Group on Unaccompanied and Separated Children. Research initiatives in co-operation with NGOs will be implemented with the aim of re-assessing and refining UNHCR's policy on refugee children and stimulating action as well as broadening partnership. Such research includes the field study on care arrangements for unaccompanied and separated refugee children. Follow-up action is anticipated in connection with another study started in 2001 on sexual and gender-based violence and refugee children in West Africa. UNHCR is furthermore supporting an action-oriented and participatory research study on promoting the protection of adolescents affected by armed conflict. A field-oriented guide will be issued as a summary of good practice on refugee children, covering a wide range of regional and thematic areas.

### Older Refugees

UNHCR's revised policy on older refugees was endorsed in March 2000. It aims to ensure that the distinct needs of older refugees are reflected in UNHCR's work, so that they are treated as active and contributing members of their communities. A brochure, *Older Refugees: A Resource for the Refugee Community*, was also published with details of UNHCR's policy on older refugees and best practice. The Office is also contributing to inter-agency collaboration on issues related to older refugees. This collaboration includes a survey and activities for the International Plan of Action on Ageing. The Office will also participate in the

Elderly refugee woman from Bosnia-Herzegovina and Croatia in a collective centre in Mitrovica. *UNHCR/R. Chalasani.*



events leading up to the second World Assembly on Ageing, to be held in April 2002.

### The Environment

UNHCR considers environmental management in refugee and returnee operations to be an integral part of its programmes. When dealing with the most visible and potentially long-lasting physical impacts of refugee-related operations - environmental degradation - UNHCR will continue to ensure that its inputs are timely, appropriate and well co-ordinated, and that they respond to the needs of refugees and others of concern.

Stemming from its 1995 Environmental Policy, a series of essential guidelines is now available on critical issues relating to environmental management. To complete this, additional titles are scheduled for publication in 2002, on participatory approaches to environmental management, environmental awareness-raising, contingency planning in sensitive ecosystems, and income generation based on the wise use of natural resources. Translating these guidelines and policies into practice allows UNHCR to begin to safeguard the welfare and well-being of refugees and communities living adjacent to refugee camps and settlements. UNHCR will continue to care for refugees and the environment by raising awareness of key issues, by intervening at the earliest possible stages of operations to prevent or at least limit any damage, by developing and supporting practical field projects, and through training and supporting implementing partners and government agencies in their work.

Ethiopia: Refugee from Sudan cooking on a fuel-saving stove made in the camp's workshop. *UNHCR/L. Taylor.*



The Office will continue to use a broad range of tools and practices in order to reach these goals. The emphasis will be on participatory approaches to project development and management, and assessment and monitoring. UNHCR will also turn to best advantage the FRAME experience (Framework for Assessing, Monitoring and Evaluating the Environment in Refugee Operation) in developing new tools and guidelines. Support for several programmes will entail the development of systems of data collection, analysis and interpretation, using, among other techniques, satellite images and geographical information system technology. Training, and the establishment of more rigorous monitoring systems, will involve the use of environment-related indicators.

UNHCR's environmental management programme in 2002 will be centred around the World Summit on Sustainable Development, to be held in Johannesburg in 2002. A strategic plan of action is foreseen to draw maximum advantage from this international forum in terms of information sharing, co-ordination and outreach. Key elements of this plan will be to support government authorities with environmental management, to ensure closer collaboration with an extended group of implementing and other partners, more practical and timely benefits to refugees and local communities in selected countries, and heightened awareness of key environmental issues.

A number of activities are anticipated in collaboration with national initiatives, bolstering the impact and visibility of environmental work with rural and, as far as possible, urban-based refugees. Such activities include awareness raising campaigns, clean-up operations (land and water), reforestation and rehabilitation projects, promoting sustainable agricultural practices, and income generating projects based on the wise use of natural resources. Increased support is also planned in 2002 for environmental education – both formal and informal – through the launch of new programmes in Africa and Asia. New teaching resources and public information materials are expected to become available in 2002 to introduce environmental education in emergency situations. There will also be an increased range of practical activities such as school-based eco-clubs, and an environment-based learning game. More traditional forms of awareness-raising are also receiving greater attention.

Key to the success of these initiatives will be field-based Environmental Co-ordinators. In 2002, UNHCR will employ more of them and they will cover a wider geographical area. They play a critical role in developing projects, in ensuring that policy complies with agreed standards, in maintaining communications between UNHCR and implementing partners and government authorities, and, increasingly, in integrating environmental concerns across programmes. To make this more effective, a range of support activities is foreseen in 2002, including the establishment of an active network, special training programmes, the provision of seed funds to field offices to

support local projects and other initiatives, and a series of look-and-learn exchange visits between different countries and between projects in the same country. Given their success in 2001, at least four Regional Environmental Management Training Workshops are planned for 2002. Region-specific videos will be filmed in Asia and Europe. A new form of refresher workshop will be initiated in Africa, and additional national and local spin-off workshops will also be supported. Environmental Training Resource Packs will be produced to facilitate this.

## HIV/AIDS

One of UNHCR's priorities is strengthening HIV/AIDS programmes. Responding to HIV/AIDS challenges requires a multi-sectoral approach addressing not only the health but also the socio-economic and protection needs of refugees. In partnership with donor and host governments, UN agencies and NGOs, UNHCR will primarily focus on capacity building of its staff, implementing partners and refugees themselves, to enable them to carry out effective HIV/AIDS prevention and care programmes. In this regard, UNHCR is taking an active part in an initiative by a UNAIDS Inter-Country Team for West and Central Africa. This involves building a sub-regional capacity to address the needs of refugees and IDPs in the Mano River countries. UNHCR is also using different mechanisms to enhance HIV/AIDS programmes for refugees such as the Inter-agency Working Group on Reproductive Health, the UNHCR Advisory Group on HIV/AIDS and the United Nations Fund for International Partnerships (UNFIP).

While some resources will be allocated within the UNHCR 2002 Annual Programme Budget to fund certain HIV/AIDS prevention and care programmes, additional funds will be needed to strengthen existing programmes and initiate new ones. UNHCR will examine ways to progressively increase donor support in order to strengthen HIV/AIDS programmes.

## OTHER ACTIVITIES

### Promotion of Refugee Law and Advocacy

In addition to continuing efforts to promote accession to the 1951 Refugee Convention and its 1967 Protocol, UNHCR will also emphasise the importance of action to implement these legal instruments, including the adoption of national legislation, the establishment of national procedures and practice, the establishment of refugee status determination procedures and the issuance of identity documents to refugees and asylum-seekers. UNHCR will translate legal and policy documents into several languages, including Arabic, Russian and Spanish. For example, *The Handbook for Parliamentarians* which was

jointly published by UNHCR and the Interparliamentary Union for the 50th Anniversary of the 1951 Convention, will be published in those three languages in 2002.

In the field of training, UNHCR will continue teaching refugee law to government officials, judges, academics, NGO representatives, military and police officers and journalists in collaboration with the Human Rights Institute in Strasbourg, the International Institute of Humanitarian Law in San Remo and also with several universities in developing countries. A special programme will be developed for border officials. UNHCR will also collaborate with the UN Department of Peacekeeping Operations to develop training materials for pre-deployment courses for military and police personnel. The protection-learning programme for UNHCR staff will continue in 2002 and will be complemented by a number of workshops on specialised subjects. A second distance learning programme on protection will be developed for more experienced protection staff and those who are involved in protection policy and decision-making. It will be offered jointly by UNHCR and a university with expertise in international human rights and refugee law. In addition, An Introduction to International Protection, an interactive CD-ROM, will be distributed to UNHCR staff, governments and NGO partners.

### Resettlement Projects

Further to the findings of the Management and Oversight Mission to Africa in 2001, accountability and management controls of resettlement activities will be strengthened. Internal oversight and monitoring, will also be improved, and oversight models created. The issues of accountability and fraud-awareness are rapidly being incorporated into the existing training and induction programmes on resettlement. *The Resettlement Handbook* will be updated with chapters devoted to anti-corruption controls.

Enhancing operational support for field offices, especially those in Africa, is a priority for 2002. Resettlement opportunities for African refugees will be enhanced, and support systems will be transparent and consistent. In addition, training will continue to strengthen and harmonise the implementation of resettlement activities in the field. In order to carry out resettlement activities in a climate of on going financial constraints, UNHCR continues to expand its partnership with NGOs, in particular through the Resettlement Deployment Scheme. The scheme will result in an overall enhancement of resettlement referral capacity, sharing of expertise, and strengthened relationships with NGOs and other partners.

The Integration Initiative, which builds on progress made at the International Conference on the Reception and Integration of Resettled Refugees, will be further developed. A Reference Group was formed to guide the next steps of the Initiative. It aims to provide guidance and support to UNHCR on the completion of the *Integration Handbook*; to design and facili-



tate strategic approaches to capacity building in emerging and traditional resettlement countries; and to offer support in the development of UNHCR's work programme for the third track of the Global Consultations, particularly with respect to resettlement and integration issues. Pilot projects will continue in 2002 in selected emerging resettlement countries (Benin, Burkina Faso, Brazil and Chile).

### Refugee Status Determination (RSD) Project

In an era of changing migration patterns and financial constraints, the RSD project aims to enhance capacity to process asylum applications and reduce backlogs. The project involves sending a team of qualified personnel to field operations. The team seeks to improve the quality and consistency of RSD carried out by UNHCR offices and to assist governments through RSD training and development of RSD tools such as training manuals. To date, 20 operations have been assisted. It is expected that in 2002 a similar demand will be made of the project. A major effort will be made to harmonise UNHCR procedures through the introduction of common features such as standard RSD forms and RSD best practice.

### Protection Surge Capacity Project

This project will be strengthened in 2002 to respond quickly, in a cost effective and qualitative manner, to the needs of protection intervention in the field. In co-operation with an implementing partner, a roster of external refugee protection experts will be maintained and deployed on short notice to fill a temporary gap in protection resources. The goal is to strengthen the protection presence in the field and better ensure the physical protection of refugees, especially refugee women and children.

### Voluntary Repatriation

Individual refugees who require specific assistance outside of any other UNHCR project, such as one-off voluntary repatriation, or family unification, will be assisted on a case-by-case basis, through the provision of transport and travel documents.

### Evaluation

In 2002, the Office will pursue a flexible work programme, focusing on a number of UNHCR's most important operations and operational policy issues. The planned evaluations include a review of the community services function and a review of UNHCR's role in the management of protracted refugee situations. A real-time evaluation of UNHCR's response to the Afghanistan emergency, initiated in 2001, is also likely to be extended in 2002. A planned workshop will review the Office's protection activities in situations of internal displacement.

## Registration Project - PROFILE

Since 2000, UNHCR has been developing Project PROFILE, a long-term strategy to improve its capacity to deal with refugee registration and population data management activities. Based on the findings and recommendations of the UNHCR-commissioned *Study for Scoping of Project PROFILE* (February 2001), the implementation of the project will commence in 2002, focusing on priority areas that can be achieved in the short-term and in an incremental manner. The following activities will be undertaken.

- Developing standard registration procedures;
- Revising the registration guidelines and instructions for use of procedures;
- Developing training materials and organising workshops on registration and population data management, lessons learned and best practice;
- Upgrading current legacy database systems with global registration software that will be compatible with other developments in the area of information technology in UNHCR;
- Promoting surveys as a cost-effective source of data collection;
- Enhancing existing registration materials and testing of new products;
- Testing secure refugee identification and documentation; and
- Exploring partnerships in the area of registration and population data management with UN agencies, NGOs, and the private sector.

These activities will lead to the design and development of a standard population database system that will form the foundation of PROFILE. Existing registration database systems such as the Registration of Individual Cases System (RICS) and Field-Based Registration System (FBARS) will be redesigned in line with current technological platforms.

### Public Information/Media Projects

Public information activities in 2002 will include increasing media focus on refugee-related issues through provision of hard news on UNHCR's operations globally, interviews with world broadcasters, and assistance to outside production companies. UNHCR's website will continue to be improved. It will offer constantly updated information on refugees and UNHCR's work around the world, with more graphics, maps, photographs, charts and audio and/or video clips. This will be reinforced by printed public information materials including *Refugees* (a quarterly magazine), brochures, pamphlets, calendars, cards and information bulletins. To enhance UNHCR's profile in field operations, the design of many of the functional visibility items will be improved.

## Private Sector Fund Raising/ Public Affairs Projects

In 2002, Private Sector Fund Raising efforts will concentrate on finalising the development of criteria, key performance indicators, methodologies, guidelines, training and handbooks, to support and promote a methodical approach to raising funds through National Associations implemented in several European, American and Asian countries. Fund-raising efforts will initially focus on a limited number of countries, where National Associations will be helped with office running costs. Further details on private sector fund-raising are included in the chapter on Funding and Budget.

Projects for public affairs will be developed to directly support and reinforce UNHCR private sector fund-raising initiatives. The main theme will remain Respect for Refugees. Key areas of focus will be to strengthen the Goodwill Ambassador programme internationally and nationally, capitalising on the visibility generated by UNHCR's newly nominated Goodwill Ambassador; to further promote World Refugee Day and the Nansen Refugee Award; and to continue to develop UNHCR's educational materials aimed at increasing schoolchildren's understanding of refugee matters. The information services to internal and external users will continue through the Visitor's Centre in Geneva, UNHCR's Intranet and external website as well as the production of REF WORLD CD-ROM, *Refugee Survey Quarterly* and the *International Thesaurus of Refugee Terminology*.

## Training-Related Projects

The main objective of UNHCR's Staff Development Strategy is to make just-in-time learning opportunities available to all staff in all locations in such a manner as to exert a measurable impact on job performance and future career goals.

Four new nine-month Learning Programmes make successful use of flexible learning approaches including self-study, task based training, face-to-face and electronic participant interaction, coaching and mentoring. By the beginning of 2002, more than 50 per cent of targeted staff will have enrolled in the Senior and Middle Management Learning Programmes intended to provide a comprehensive set of skills and knowledge as well as an appreciation of the managerial attitudes to be exhibited by managers at all levels. Efforts will be made to link these programmes more closely to postings and promotion. In 2001, the refined Protection Learning Programme was launched and another programme for more experienced protection staff will be developed in 2002. These core protection programmes continue to be supplemented by other learning opportunities, on refugee status determination, resettlement, statelessness and other topics. The Operations Management Learning Programme was piloted in 2001 and adapted to include lessons learned from the pilot version. The completed

version will be made available to all staff in 2002. The Resource Management Programme will be piloted; it will aim to enhance the ability of UNHCR staff to effectively manage financial, human and material resources.

The Office is also aiming to provide flexible and timely access to important skill sets, including communication, information technology, health, welfare and safety and personal effectiveness. The new approach to safety training for field staff will be further developed in 2002, using an Action Learning methodology which encourages a sense of ownership of a security plan as field staff develop their own security plans during a team learning exercise. By early 2002, a CD-ROM of basic staff safety advice will be launched. Piloting of three programmes will begin in 2002: The Facilitation of Learning (aimed at field-based training co-ordinators, training providers and selected managers), the Team Strengthening and the Negotiation Skills programmes. Other training opportunities will include Effective Writing, Emergency Management, language training, and the new induction and orientation programme as well as opportunities for external studies.

## Emergency-Related Projects

The target for stand-by arrangement for stockpiles of relief items and operational support equipment in 2002 is to maintain enough stocks for a quarter of a million people. UNHCR will explore further stand-by arrangements and access to the stockpiles with the governments who may be able to provide additional materials, transport and storage. Situational preparedness will be reinforced in 2002 at the country and regional levels through the programming of approximately six workshops on emergency management. Three Emergency Response Teams rosters will be established in 2002, to train a total of over 100 staff. These staff members will be deployed to refugee emergency operations where the existing capacity is insufficient to respond to the crisis within a 72-hour time frame. The Office will also take part engage in training and simulations with both multinational and national military forces.

## Education Projects

Post-primary education is often neglected in refugee programmes. In December 2000, the Refugee Education Trust (RET) was established, partly to fill this gap. UNHCR has been and will be supporting the RET with office space and staff. In 2002, 120 secondary school students in Ghana and Uganda will receive scholarships from the Houphouët-Boigny Peace Prize Trust Fund to cover school fees and living expenses. About 1,200 refugee students in 46 countries will receive scholarships for tertiary education with funds provided by the Albert Einstein German Academic Refugee Programme (DAFI).

UNHCR's Peace Education Programme for formal and informal (community) education is currently implemented in five countries: the Democratic Republic of the Congo, Guinea, Kenya, Liberia and Uganda. In 2002, UNHCR will continue to work with NGOs, governments and development agencies to further promote and develop the programme. Peace education will start in 2002 in several additional countries, including Eritrea, Ethiopia, Sierra Leone, Somalia and Tanzania. UNHCR will also seek in 2002 to disseminate its field-based expertise on HIV/AIDS education, through operational partners. In addition, UNHCR will publish educational statistics concerning children and adolescents assisted in the programme in early 2002.

## PROGRAMME SUPPORT ACTIVITIES

### Information Technology (IT)

UNHCR has been developing its information technology system and infrastructure. This process is known as the integrated-systems project (ISP), which consists of three sub-projects. The core support systems sub-project is an Enterprise Resource Planning (ERP) framework and software package. The electronic document management system (EDMS) sub-project concerns the gathering and preserving of institutional knowledge by establishing automated procedures for document creation, workflow, retrieval and dissemination to support staff at all locations. The information technology infrastructure sub-project will support the ERP and the EDMS.

In June 2001, it was decided to suspend further work on ISP including the implementation of the ERP package until the Office's business strategies and a Corporate Operating system are finalised. Upon finalisation in 2002, the information technology infrastructure sub-projects will recommence, with the development of information technology application of the business-operating model. Significant progress is being made in the implementation of the EDMS project at headquarters. It will be completed in 2002. The results of this implementation will determine plans for roll-out to the field. Other activities related to IT development in 2002 will include upgrading of the office and programming software, wider access to the UNHCR intranet in the field and further development of the field LAN (local area network) system. Refurbishment of antiquated telecommunications infrastructure in selected locations is also planned for 2002.

**Emergency Security Service – please see Emergency-Related Projects.**

**Resettlement Field Support – please see Resettlement Projects.**

### Support to Operations Management

Efforts to improve the management of operations and the quality of UNHCR programmes will entail continued support for improved results-based management practices. Initiatives in 2002 in support of results-based management will include:

- Support to the field for participatory planning approaches in strategic planning workshops;
- Introduction of self-evaluation exercises in the field with targeted support;
- Roll-out of a refined Operations Management Learning Programme;
- Targeted training in programme management techniques;
- Creation of a beta-version of task-based guidance, which will provide step-by-step guidance to staff in the most important aspects of their day-to-day tasks;
- Guidance for monitoring and verification;
- Improved operational co-ordination with UNHCR partners including improvements to the "Our Partners" section of the UNHCR website; and
- Revision and updating of core reference and procedural documents including Chapter 4 of the *UNHCR Manual*, the *Implementing Partner Handbook*, the *Practical Guide on the Use of Objectives, Outputs and Indicators*, and the annual programming instructions.

**Training of UNHCR Staff – please see Training-Related Projects.**

### Special Staff Costs

Voluntary separation opportunities are designed to mitigate the effects of staff reductions by providing incentives for voluntary separation and early departure and/or retirement. They are offered as and when required by organisational priority setting and financial constraints. Special staff costs include expenditure related to staff who are between assignments and waiting to be assigned to a new duty station.

### Staff Housing

Housing benefits are payable for internationally recruited staff members serving in the most difficult duty stations where housing is non-existent or unavailable at reasonable rates and basic services (such as electricity) and/or basic household equipment is unavailable or exorbitantly priced.

### Linking Humanitarian Assistance and Development

In past years, UNHCR has built new partnerships and reinforced old ones, with a view to further consolidating its cat-



alytic role in linking humanitarian assistance and development. The logic behind these partnerships is ensuring the sustainability of durable solutions for refugees. Although UNHCR's experience of these new partnerships has been encouraging, several institutional barriers – both internal and external – must be overcome. For instance, joint programming by humanitarian and development actors can be hindered by differences in project cycles, financial and reporting procedures and different local counterparts.

Promoting this process requires development of clear and precise policies, information management systems, tools and training, advocacy (especially on behalf of countries that arouse less interest in donor countries), joint pilot field initiatives and lessons-learned studies. These are far-reaching tasks, which can only be carried out properly with appropriate human and financial resources. In some instances, UNHCR may provide seed funding in order to kick-start a field initiative.

Acknowledging the institutional and political challenges, UNHCR will continue to build partnerships with development actors to render the solutions for refugees more sustainable. This can be achieved through empowerment of refugees and promotion of refugees/returnees as agents of development and hence the identification of their role in development plans. This objective translates into the following activities for 2002:

- Improve the quality of programme planning, assessment, design, monitoring and evaluation through:
  - a) Development of policies, for example, on how to promote suitable conditions for durable solutions;
  - b) Development of guidelines and tools such as inter-agency information management systems and training manuals, using the expertise of development actors to operationalise the policies;
  - c) Training and capacity building of staff, in co-operation with development actors, for example, with ILO on self-reliance; and
  - d) Pilot joint programming/planning in a holistic manner with an area development approach in refugee hosting areas (Zambia).
- Develop, build and strengthen partnerships with government development institutions, NGOs, UN agencies and international financial institutions - with a view to ensuring the sustainability of solutions for refugees. In this respect, UNHCR will continue to work with UNDP, UNICEF, ILO, the World Bank, African and Asian Development Banks, the Japan International Cooperation Agency (JICA), *Deutsche Gesellschaft für Technische Zusammenarbeit* (GTZ), the Danish International Development Assistance (DANIDA) and the Swiss Development Cooperation (SDC). The

Office will also try to establish similar partnerships with other entities in 2002.

Furthermore, in its efforts to work towards reconciliation in societies emerging from conflict, UNHCR has been implementing a pilot project on co-existence. This community-based pilot project will be completed in 2002. Similar to other UNHCR community-based activities (for example, income-generation), it includes elements which enhance co-existence and reconciliation in divided communities to promote the sustainability of repatriation and reintegration.

<b>BUDGET (USD)</b>	
<b>POLICY PRIORITIES</b>	
Refugee Women	600,000
Refugee Children and Adolescents	1,800,600
The Environment	1,350,000
<b>Sub-total</b>	<b>3,750,600</b>
<b>OTHER ACTIVITIES</b>	
Promotion of Refugee Law and Advocacy	510,000
Resettlement Projects	3,350,000
Protection - Related Projects / Voluntary Repatriation	2,151,000
Evaluation	1,350,000
Registration Project - PROFILE	1,556,000
Public Information / Media Projects <sup>1</sup>	9,194,200
Training-Related Projects	1,400,000
Emergency-Related Projects	1,870,000
Education Projects	585,900
Other <sup>2</sup>	1,041,600
<b>Sub-total</b>	<b>23,008,700</b>
<b>PROGRAMME SUPPORT ACTIVITIES</b>	
<b>Executive Direction and Management</b>	
Information Technology - Field Support <sup>3</sup>	17,794,400
Emergency Security Service	7,460,200
<b>Department of International Protection</b>	
Resettlement Field Support	200,000
<b>Division of Operational Support</b>	
Support to Operations Management <sup>4</sup>	512,500
<b>Division of Resource Management</b>	
Training of UNHCR Staff	4,427,800
Special Staff Costs including Voluntary Separation	5,300,000
Staff Housing	700,000
<b>Sub-total</b>	<b>36,394,900</b>
<b>Total</b>	<b>63,154,200</b>

<sup>1</sup> Includes Private Sector Fund Raising Projects and Public Awareness Campaign amounting to USD 6,964,000.

<sup>2</sup> Includes costs for NGOs participating at meetings (USD 250,000), outside expertise and short-term consultancies for evaluation and other subjects covered by the Evaluation and Policy Analysis Unit (USD 40,000), Imagine Co-existence projects (USD 191,600), short-term consultancies and organisation of workshops (USD 350,000), insurance costs, inspection of goods, etc.

<sup>3</sup> Includes core systems for financial services, human resources service and Intranet services (USD 13,844,000) as well as information technology services for field operations, such as software development, telecommunications, e-mail, user services, etc. (USD 3,950,400).

<sup>4</sup> Includes the development of processes and procedures.